

PARTNERING WITH FIND Outdoors

SUBMITTED BY: CRADLE OF FORESTRY IN AMERICA INTERPRETIVE ASSOCIATION
DBA FIND OUTDOORS
CAROLYN ASHWORTH, CHIEF EXECUTIVE OFFICER DANIEL JESSEE,
CHIEF OPERATING OFFICER

DATE: DECEMBER 17, 2025



**FOREST
INSPIRED
NATURE
DISCOVERY**



49 PISGAH HWY., STE 4, PISGAH FOREST, NC 28768

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FIND Outdoors Competencies

Current and Historical qualifications

1. Experience managing recreation programs, activities, parks, or facilities.

Founded in 1972 as The Cradle of Forestry Interpretive Association of America, FIND Outdoors has worked in partnership with public land management agencies, primarily the USDA Forest Service, for over five decades. FIND is an outdoor recreation nonprofit that centers forest education and stewardship. We aim to offer exceptional experiences on public lands to all people. Currently, FIND's management portfolio includes:

- The Cradle of Forestry in America;
- The Pisgah Visitor Center Forest Store;
- Nantahala Ranger Station Sales Outlet;
- Cliffside Lake Recreation Area;
- Van Hook Glade Campground;
- Carolina Hemlocks Recreation Area & Campground;
- Black Mountain Campground;
- Briar Bottom Campground;
- Anna Ruby Falls Recreation Area & Visitor Center;
- Brasstown Bald Recreation Area & Visitor Center;
- Lake Winfield Scott Recreation Area & Campground;
- Lake Rabun Recreation Area & Campground;
- Morganton Point Recreation Area & Campground;
- Gladie Cultural & Environmental Center;
- FIND Central Headquarters;
- NEST Nonprofit Community Space.

2. Technical resources available to support recreation operations and maintenance.

Operations Experience

Our operations team brings decades of experience in recreation management, site safety, and maintenance expertise. Expertise on this team includes:

- Class IV Water Operator certification (GA-specific);
- Large venue security management experience;
- Implementation of safety protocols, inspections, and staff training standards;
- Low-voltage electrical systems maintenance and repair;
- Heavy equipment operation;
- General construction expertise;
- Experience managing safe rental operations for water and land recreation facilities and trails;

Staff Training



Our HQ team are experts in staff training and development. We facilitate an annual multi-day in person training for all managerial staff, including modules in:

- Daily, weekly and seasonal checklists for all site staff;
- Customer service expectations and deescalation techniques;
- Emergency management and associated scenario training;
- Maintenance escalation matrix and troubleshooting;
- All relevant software programs ([rec.gov](#), POS systems, internal messaging platforms such as [Slack.com](#) and Google drive, etc);
- Sex abuse prevention.

Human Resources

FIND's Human Resources department is experienced and knowledgeable in recruitment standards, processes, and trends within this unique industry. The department operates as a full-cycle human resources function to ensure a streamlined process. The HR Director oversees the entire hiring process: defining staffing needs within the organization, sourcing candidates, candidate screening, interviewing, extending offers, and onboarding.

Beyond recruitment, the Human Resources department provides comprehensive support across the employee life cycle, including retention initiatives, identification of professional development needs, and offboarding processes. The department also serves as a centralized resource for benefits enrollment and administration, employee questions and support, and manager/employee mediation, providing a single, reliable point of contact for HR services.

Marketing & Communications

FIND's marketing department has extensive in-house capabilities including graphic design, aerial photography, video production, social media management, e-mail marketing capability, and more. We are able to produce high-quality and professional signage, maps, social campaigns, event promotional materials, and items like rack cards that can be distributed to local businesses and groups like regional chambers of commerce.

Education

Our education department provides a variety of expertise necessary to transform recreation sites into centers of stewardship and learning. Key resources and experience include:

- Formal education and experience creating age-appropriate, aligned curriculum that is backed by state learning standards;
- Ability to design interpretive plans, update signage/exhibits and implement offerings and events that tie into site specific themes and learning goals for diverse user groups;
- Proven experience managing a variety of recreational and youth educational programs across venues;
- Detailed tracking and utilization of data to measure reach and impact of all interpretive offerings.

Retail Operations

FIND Outdoors is uniquely equipped as a nonprofit with a dedicated retail operations team. FIND is committed to providing meaningful, purposeful, and memorable retail offerings at every site where it is permitted to operate. Through a promise to feature local and regional vendors that reflect the character of each location and a thoughtful approach to sourcing products that connect guests to the purpose, meaning, and vision of the outdoors around them - FIND creates retail experiences that go beyond the ordinary. Through intentional signage, messaging, staff training, and strategic product placement, a gift shop at a FIND Outdoors site is not your average retail experience; it's retail with a purpose.

Philanthropy

As a nonprofit 501(c)(3) organization, FIND Outdoors is positioned to utilize diverse forms of revenue generation, including grants, sponsorships, individual and corporate donations, and strategic partnership opportunities. This funding model supports programming, capital improvements, site operations and maintenance, educational initiatives, exhibit upgrades, staffing and workforce development, and long-term sustainability.

In the 2025 season, across FIND Outdoors 13 sites, over 1.3 million dollars was procured through philanthropic avenues. Notable uses of philanthropic funds include the restoration of structures damaged by Hurricane Helene, exhibit and technological upgrades, support for educational events, and operational support.

Philanthropic funding is a key component of FIND Outdoors' model, and allows for diverse opportunities to support facility maintenance, new and existing programs, and large scale projects. Furthermore, by connecting community donors and volunteers with site specific programs and campaigns, philanthropy serves to create a larger sense of place, community, and appreciation for the site and the organizations who steward public lands.

3. Financial capability to manage recreation programs and sustain operations.

FIND Outdoors has managed campgrounds, visitor centers, retail operations, day use access, and educational programming in partnership with the USDA Forest Service for over half a century. Through this, staff members comprising the FIND Outdoors financial office hold over three decades of experience in public non-profit accounting and more than 17 years of partnership with public land management agencies. Today, our annual revenues are over \$5.5 million, and our cash flow is strong, including \$900,000 in operating reserves and growing. FIND has a proven track record of increased revenues and visitation at each site, and our model allows those dollars to flow back in service of the visiting public. We submit monthly revenue reports to land management agencies, working in close collaboration to identify investment priorities made possible by increased revenues.

Our financial structure maximizes the potential for fees to flow back into Carter's Lake. Our non-profit status affords us the ability to direct funds back into operation that a for-profit entity would be obliged to share with investors and/or meet profit margin goals.

We operate as a highly efficient non-profit organization, with an administrative load consistently at around 10%, making us a top-quartile nonprofit in the financial efficiency category. We are able to invest over 90% of revenues directly to recreation or education programs. We have a strong governance program, including:

- Financial controls consistent with GAAP;
- Well-established policies and procedures that are enforced across the organization;
- Maintenance of an adequate reserve fund to sustain our operations during upset periods and economic swings;
- Demonstrated performance in administering targeted and effective GT projects that maximize FS property performance and safety.

An example of our recent financial efficiency is found in a first-of-its-kind on the East Coast consolidated fee partnership. In this model, FIND completed four major upfront capital projects of significant benefit for the public. **These projects included:**

Consolidated Fee Project 1

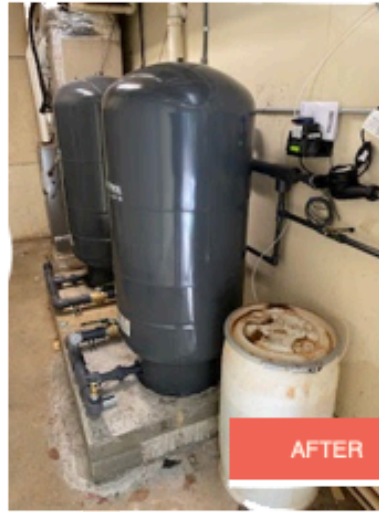
LAKE RABUN BATHHOUSE DEMO AND REPLACEMENT



Budget proposed: \$214,000 & Budget Actual: \$154,000

Consolidated Fee Project 2

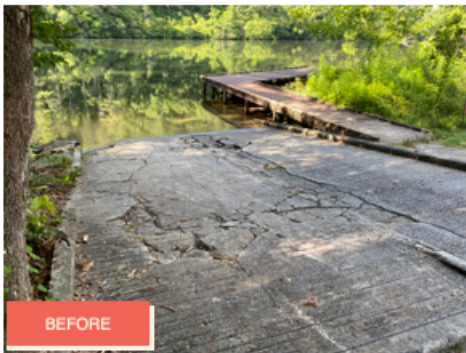
📍 ANNA RUBY FALLS WATER SYSTEM



Budget proposed: \$267,000 & Budget Actual: \$45,000

Consolidated Fee Project 3

📍 LAKE RABUN BOAT DOCK AND RAMP



Budget proposed: \$133,000 & Budget Actual: \$182,000

Consolidated Fee Project 4

 MORGANTON POINT IMPROVEMENTS PHASE 1 AND PHASE 2 PLANS



Budget proposed: \$761,000 & Budget Actual: \$642,000

Total Consolidated Fee Project savings: \$352,000

As you can see above, these projects were managed under budget (3 out of the 4) and well within tight time constraints. Including these projects and in consideration of other deferred and holder maintenance on the Chattahoochee and elsewhere, FIND has invested over \$37 million in public lands staffing and deferred maintenance in the last 10 years.

As a nonprofit, FIND annually completes a public 990 statement of revenues and expenses. In addition, we hire an independent auditor to fully assess our operations and make recommendations. Our audits are consistently excellent with little or no management recommendations found. Our most recent 990 and audit are attached for your reference. Furthermore, we have also attached our most recent 2024 Annual Journal which highlights capital projects, programs, operational expenses, visitation numbers, sources of funding, and more.

4. Past performance demonstrating satisfactory delivery of recreation programs or similar services.

For the most recent year in which full data is available, relevant statistics for FIND recreation programs include:

- Hosted over 381,000 visitors to various sites;
- Leveraged over 5,000 hours of community volunteerism;
- Secured over \$1.3 Million and other philanthropy to benefit the smooth operation and physical condition of FIND-managed sites;

- Over \$7.1 million dollars leveraged in retail sales across sites since 2023, including over 150 local/regional vendors;
- Kayak Rentals since 2023 - 2,293 boats rented, 30,367 people served and 14,455 hours on the water;
- Paddle Board Rentals since 2023 - 930 units rented, 1,557 people served and 3,398 hours on the water;
- Beast Mega Paddle Board since 2023 - 91 rentals, 546 people served and 728 hours on the water;
- Hosted 3,523 youth for field trips programming;
- Served 25,833 individuals through interpretive offerings and events;
- Since its inception in 2022, FIND Outdoors has served over 100 youth in our Explorers Club, a free bilingual high-adventure recreation program targeting historically underserved populations. In 2025, participants enjoyed river snorkeling, fly-fishing, rock climbing, kayaking, and more;
- Employed 153 team members;
- Managed 5 visitor centers;
- Stewarded 7 major recreation areas, including:
 - 213 campsites;
 - 23,000+ day-use visitors;
 - Over 50,000 nights of camping;
 - Roughly three in five of those were primitive sites.

FIND's marketing office uses a software tool to aggregate each review for every site across all internet platforms, including [recreation.gov](https://www.recreation.gov), Facebook, Tripadvisor, Travelocity, Google, and many others. In 2025, our overall site rating was **4.9 out 5**.



FIND Outdoors Joint Management Questionnaire

Operational Planning

1. Recruitment of Park Hosts: How do you plan to recruit, train, and retain campground hosts or volunteers?

We recruit hosts by posting job openings on our website (<https://gofindoutdoors.org/about/employment/> and <https://find.catsone.com/careers/>), social media like Instagram and Facebook, and posting on relevant websites like Workamper. We also utilize word of mouth recruitment by existing hosts and managers. For some roles we will post on Indeed.com and other traditional job posting sites.

Training for campground managers is held annually at FIND's annual staff training - typically held in March of each year. Managers are trained through a comprehensive guide and in-person presentations that cover topics such as general site safety & security protocols, appropriate cash-handling procedures, utilization of recreation.gov, de-escalation tactics, and general operational procedures for their specific site. Campground hosts are trained when they arrive at their site by the campground manager in partnership with FIND's Operations Manager. Hosts are trained in similar topics with emphasis placed on proper safety procedures, maintenance of site facilities, and delivering exceptional visitor services & experiences.

Training of campground managers and hosts is ongoing throughout the season to ensure a high standard of operational excellence at each site. Ongoing training consists of routine check-ins (phone calls, video meets, etc.) with managers, site visits from the Operations Manager or other headquarters staff, and routine coaching conversations.

Campground staff are retained through ongoing incentive programs- referral bonuses, performance bonuses, and end-of-season bonuses. Additionally, campground managers and hosts are offered flexible schedules, regular recognition either verbally or via organization-wide emails and newsletters, and reliable channels to communicate any needs or concerns with headquarters staff.

2. Reservation System (Recreation.gov): How will you use Recreation.gov to manage campsite reservations, check-ins, and cancellations?

We use recreation.gov for all camping reservation actions, including check-ins, check-outs, and cancellations. Below is a sample of our daily process for checking in campers:

1. Run the Daily Activity Report (DAR)
 - This report should be run three times daily to avoid missing any new reservations.
 - Login to manage.recreation.gov
 - From the home screen, select the “reports” tile
 - From the list of reports, select any of the “Camping Daily Arrival PII” reports. The regular (non-pii) reports will suffice; however, the PII gives other information such as the customer's first name.
2. Verify the customer’s information is correct
3. Have the customer complete the necessary demographic forms.
4. Give camper map/rules, hang tag, directions to their site, and let them know about firewood/ice sales that occur on-site
5. Note the camper's arrival on internal documents (campground board/notebook)
6. CAMPERS WITHOUT A RESERVATION: ENTRANCE STATION
7. Find a site available for the correct number of days. Double-check the DAR for incoming reservations.
8. Collect the proper payment
9. Have the customer complete the necessary demographic forms.
10. Give camper map/rules, hang tag, directions to their site, and let them know about firewood/ice sales that occur on-site
11. Note the camper's arrival on internal documents (campground board/notebook)

Refunds will be issued for site unavailability due to:

- An act of nature (floods, fires, wildlife problems and health/safety concerns)
- If a site is inadvertently assigned or becomes unavailable due to maintenance.
- Camper-related emergency situations.

Site surveys will be conducted once annually, to ensure that the information and pictures listed are accurate to the site that they are attached to.

Refunds for fees collected through the Recreation.gov system will be guided by the rules established by Recreation.gov. Refunds will not be issued due to inclement weather (rain, snow, sleet, etc.)

All cancellations will be reviewed by the appropriate staff to determine eligibility prior to approval. FIND provides emergency cash refunds with the Manager's approval in instances of personal emergency.

3. Payment Methods: What forms of payment will you accept for camping fees or other services?

At all other FIND sites, we accept credit cards and cash for camping fees and other services.

4. Campsite Availability: Will the campground be 100% reservable, or will you allow first-come, first-served sites? Please specify approximate percentages if mixed.

To begin, we would keep the campground 100% reservable. We have found that holding back some sites for first-come, first-served is preferable for campgrounds that see a high volume of local visitation. As we get more familiar with the visitors and their preferences, we may reevaluate based on observed user trends.

5. Basic Maintenance: How will you perform and track routine maintenance (mowing, cleaning, trash removal, etc.)?

Due to the high volume of visitors, FIND will make sure that:

- Restrooms will be cleaned, and supplies replenished a minimum of twice daily. During heavy use periods, additional staff will be in place and restrooms will be cleaned, picked up, monitored, and supplies replenished as needed to provide superior customer service.
- FIND will furnish expendable items, including toilet paper, sanitary napkin disposal receptacles, hand soap, and cleaning supplies.
- A sign will be posted in each restroom identifying the location where unacceptable restroom conditions may be reported between scheduled cleanings.
- Staff is scheduled to check restroom needs on a regular schedule and take care of any problems (emergency cleaning, lack of paper products, etc.).
- Restrooms will be power-washed a minimum of 1 time per year or as deemed necessary for health and safety reasons.
- Toilets will be kept clean and free of offensive odors. Building interiors will be kept free of dirt, graffiti, mold, mildew, spider webs, nests and dead insects. Floors will be free of dirt, trash and standing water.
- Interiors of restrooms will be painted as needed with a color approved by the USACE.
- FIND will inspect and repair all damaged or leaking plumbing fixtures as needed. Minor plumbing repairs will be made by FIND. A plumber will be called if needed. FIND will be responsible for meeting State and National codes when maintaining or repairing plumbing or electrical systems.
- Restroom stall doors may be treated with a graffiti deterrent to allow for easier cleaning of graffiti as needed.
- Remove and properly dispose of ashes, charcoal and unburned wood in grills when half full and as needed.
- Patrol for, collect and remove litter daily, or as needed.
- Excessive grass or vegetation will be trimmed from around table perimeters.

- Ensure adequate vegetation, gravel, or other approved material is in place to prevent mud and erosion.
- Power wash picnic tables at least annually. Table tops and seats will be clean of dirt, food particles and grease. Tops, seats and bases will be inspected for graffiti or other damage that may need attention and repaired as necessary. Inspect and tighten loose bolts.
- Eliminate any unauthorized fire rings, scattering rocks and spreading soil over the affected area to make them less conspicuous.

What the visitor sees upon arrival is one of the most important aspects of management. For this reason, FIND will ensure that:

- FIND will be responsible for the following grounds maintenance: mowing, incidental trimming and pruning of trees and shrubs as necessary, brushing, leaf and debris removal in and around picnic sites, along the entrance, in and around the campgrounds, in and around parking areas, in and around facilities and along any inter-campground trails. Every effort will be made to keep wildflower vegetation in a pleasing condition with emphasis on preserving native vegetation. In the spring, mowing will be done every 7 – 14 days in the grassy areas, or as needed.
- FIND will monitor the grounds and facilities for health and safety issues and will notify the Corps if any are discovered. Monitoring will include policing trails for trash and overgrown limbs. FIND will also monitor for and will alert the Corps of erosion and/or other safety concerns.
- FIND will monitor, control and eliminate concentrations of bees, wasps and other stinging insects (with USACE approval/assistance).
- Vegetation management and ground disturbing activities must be assessed through the National Environmental Policy Act (NEPA). All vegetation management activities and/or work requiring surface disturbance will be coordinated with the Corps prior to any activity.
- FIND will routinely monitor and inspect properties for hazard trees. Each inspection will be documented in writing in a format acceptable to the USACE.
- Wooden boardwalks and platforms will be treated annually and/or maintained to minimize mildew formation and slippery conditions. These areas will be monitored twice weekly and additional treatment may be scheduled on an as-needed basis.
- Graffiti will be removed as soon as possible and offensive graffiti will be removed within 24 hours of notification.
- FIND will inspect and address safety issues associated with all vehicle gates, repair and paint gates as needed.
- FIND will remove any nails, ropes and wires from trees as needed.

FIND will maintain vehicular and pedestrian access in a safe and passable condition and to USACE standards. This responsibility may include, but is not limited to:

- Mowing road shoulders and around parking barriers for visibility
- Filling chuck holes with asphalt materials on paved surfaces
- Erosion control through grading, ditching and use of check dams
- Keeping culverts free of debris
- Brushing to facilitate vehicular access

6. Communication of Major Issues: How will you notify USACE staff of major operational or safety issues?

FIND Outdoors maintains clear, reliable and responsive communication protocols across a variety of platforms for all major operational, safety or resource related issues. Our operating procedures can be tailored to meet specific USACE requirements. Typically, we communicate with land managers via phone, text, or email as determined by level of urgency. All incidents are logged in compliance with partner requirements and reviewed to ensure accountability and continuous improvement. FIND recognizes that clear and proactive communication supports safe operations and maintains strong relationships.

This process is supported by the following escalation matrix:

Escalation Matrix by Department

ABUSE/LAW ENFORCEMENT/PRIORITY LEVEL 1

Abuse/Law Enforcement/Priority Level 1 Issues: please ensure the accurate incident report documentation accompanies all correspondence related to Priority Level 1 Escalation instances. In the event of an emergency where there is a threat to life or limb, please contact 911 or the police department first, then report to your directors. ***If 911 is called for any reason, you must follow up with a call to the CEO AND your direct supervisor.***

	Title	PERSON RESPONSIBLE	TRIGGERS WHEN
First Contact (initiate issue)	Emergency services	Call 911	Follow up with call to 2nd contact
Second Contact	President/CEO	Carolyn Ashworth 828-384-8031 carolyn@gofindoutdoors.org	Follow up with call to 3rd contact
Third Contact	Related to Visitor Centers OR Campgrounds	Daniel Jessee- VC 706-254-9948 daniel@gofindoutdoors.org Jon Martin- Campgrounds 239-272-2282 jon@gofindoutdoors.org	If no response within 30 minutes, call Fourth Contact
Fourth Contact	Georgia Sites	Jon Ledbetter 706-263-9319 jonledbetter@gofindoutdoors.org	
Fifth Contact		Crystal Reese 828-553-3122 crystal@gofindoutdoors.org	

Priority 2 Issues (non-emergencies) and Questions

Please utilize the matrices below to help the FIND team better meet the needs of our guests and our employees. **Issues should be addressed during HQ business hours Monday – Friday 8:30 am – 5:00 pm** unless it is noted as a high priority below.

Utilities

Utilities Scope: phone and internet, dumpsters, etc.

Power Outages are high priorities

Other instances should be addressed during HQ business hours

Monday – Friday 8:30 am – 5 pm

	Title	PERSON RESPONSIBLE	TRIGGERS WHEN
First Contact (initiate issue)	Related to Visitor Centers OR Campgrounds	Daniel Jessee- VC 706-254-9948 daniel@gofindoutdoors.org Jon Martin- Campgrounds 239-272-2282 jon@gofindoutdoors.org	Please call first and then text/Slack. If no response within 24 hours (30 minutes for power outages), call Second Contact
Second Contact	Finance Manager	Makenna Wilson 828-702-7366 makenna@gofindoutdoors.org	If no response within 12 hours, call Third Contact
Third Contact	CFO	Crystal Reese 828-553-3122 crystal@gofindoutdoors.org	

Contracts and Pay

Contracts and Pay Scope: personnel wage questions, personnel contract questions, etc.

	Title	PERSON RESPONSIBLE	TRIGGERS WHEN
First Contact (initiate issue)	HR Director	Allison Shiner 843-834-1760 allison@gofindoutdoors.org	Please call first and then email. You may also follow up via text. If no response within 24 hours, call Second Contact.
Second Contact	Related to Visitor Centers OR Campgrounds	Daniel Jessee- VC 706-254-9948 daniel@gofindoutdoors.org Jon Martin- Campgrounds 239-272-2282 jon@gofindoutdoors.org	Please text, Slack or email first, then call.

Payroll and Invoices

Payroll Scope: Payroll questions, payroll deductions, and Invoices

	Title	PERSON RESPONSIBLE	TRIGGERS WHEN
First Contact (initiate issue)	Finance Manager	Makenna Wilson 828-702-7366 makenna@gofindoutdoors.org	Please call first and then email. If no response within 24 hours, call Second Contact
Second Contact	CFO	Crystal Reese 828-553-3122 crystal@gofindoutdoors.org	

IT

IT Scope: Computer issues, Printer issues, OneDrive issues, etc.- **Internet Outages are high priorities**

	Title	PERSON RESPONSIBLE	TRIGGERS WHEN
First Contact (initiate issue)	Related to Visitor Centers OR Campgrounds	Daniel Jessee- VC 706-254-9948 daniel@gofindoutdoors.org Jon Martin- Campgrounds 239-272-2282 jon@gofindoutdoors.org	Please call first and then text/Slack, before email. If no response within 24 hours (30 minutes for internet outages), call Second Contact
Second Contact	CFO	Crystal Reese 828-553-3122 crystal@gofindoutdoors.org	

Retail

Retail scope: POS, Square, merchandise, supplies, etc.

POS Outages are high priorities

Other instances should be addressed during HQ business hours Monday – Friday
8:30 am – 5 pm

	Title	PERSON RESPONSIBLE	TRIGGERS WHEN
First Contact (initiate issue)	Retail Operations Manager	Brooke Reese 828-553-7840 brooke@gofindoutdoors.org	Please call first and then email. If no response within 24 hours (30 minutes for POS Outages), call Second Contact
Second Contact	Retail Operations Director	Thomas Barry 985-859-6665 thomas@gofindoutdoors.org	Please call first and then email.

Equipment/Facilities/GT

Operations Purchase Orders Scope: Purchases over \$200, vehicle, golf cart, equipment, facilities, etc.

	Title	PERSON RESPONSIBLE	TRIGGERS WHEN
First Contact (initiate issue)	Related to Visitor Centers OR Campgrounds	Daniel Jessee- VC 706-254-9948 daniel@gofindoutdoors.org Jon Martin- Campgrounds 239-272-2282 jon@gofindoutdoors.org	If no response within 6 hours, call Second Contact
Second Contact	Georgia Sites - Facilities Manager NC/KY Sites- CFO	Jon Ledbetter 706-263-9319 Jonledbetter@gofindoutdoors.org Crystal Reese 828-553-3122 crystal@gofindoutdoors.org	If no response within 6 hours, call Third Contact
Third Contact	President/CEO	Carolyn Ashworth 828-384-8031 carolyn@gofindoutdoors.org	

Operations New Purchases

Operations New Purchases Scope: Vehicles, Golf Carts, Lawn Equipment, etc.

	Title	PERSON RESPONSIBLE	TRIGGERS WHEN
First Contact (initiate issue)	CFO	Crystal Reese 828-553-3122 crystal@gofindoutdoors.org	If no response within 24 hours, call Second Contact
Second Contact	President/CEO	Carolyn Ashworth 828-384-8031 carolyn@gofindoutdoors.org	

Media Contact

Media Contact Scope: No one should speak to the media. Please contact HQ as listed below.

	Title	PERSON RESPONSIBLE	TRIGGERS WHEN
First Contact (initiate issue)	Director of Communications & Marketing	Diogo DeAssis 828-435-3930 diogo@gofindoutdoors.org	Please call ASAP first, then email when contacted by media for comment. If no response in one hour, please call second contact.
Second Contact	President/CEO	Carolyn Ashworth 828-384-8031 carolyn@gofindoutdoors.org	

- *Slack message, email, or phone call is the best way to get in contact during normal working hours.*
- *Text or phone call is acceptable after hours or on the weekends- Refer to call matrix for appropriate contact during an emergency.*
- *If need is Urgent, please note that in the subject line of Slack, email, or on voicemail.*

7. Incident Reporting: How will you document and report visitor incidents, emergencies, or accidents?

FIND maintains a comprehensive incident response and reporting framework designed to ensure visitor safety, staff preparedness and proper communication. All managers and staff receive Emergency Training as part of FIND's required annual training, with regular safety refresher meetings held throughout the season.

FIND will take all necessary measures to protect the health and safety affected by FIND activity. FIND is responsible for identifying, correcting and reporting all safety concerns to the authorized officer in a timely manner.

In the event of a serious accident or an altercation on site resulting in personal injury, the LEO will be notified after 911 is called. The State Police will be called if all other resources fail. Telephone service is available for emergency purposes. These numbers will be posted at the entrance station, the visitor center and provided to all management and personnel.

Our response procedures include:

- Response.
- Assessment.
- Call for help (if necessary).
- Taking immediate action to alleviate or correct the emergency that is within the capability of the responder.

The chart to follow depicts emergency contacts if conditions warrant such action:

Event	Emergency Contact
Personal Injury	Ambulance - 911
Law Enforcement Resource Damage	Sheriff - 911 - USACE LEO
Structural Fire	911 - USACE LEO
Woodland Fire <i>After Hours</i>	1. District 2. As Instructed by USACE

Incident Reports

FIND utilizes Incident Reports to report and track significant incidents involving FIND personnel and guests. When appropriate, copies are submitted to the USACE along with reports of actions taken and follow-ups. Any request for emergency services will be documented on an incident report within 48 hours of the request.

8. Park Ranger Support: What level or type of patrol support do you expect from USACE Park Rangers?

We expect reliable and open lines of communication when assistance is required. FIND is responsible for the “first line” of rules and regulation enforcement in the areas covered under this permit. Our goal is to educate all visitors on responsible recreation which includes covering rules and expectations for each site.

In all situations, voluntary compliance by the visitor will be the objective, through adequate information and FIND’s Core Training Values awareness of visitor requirements. Prevention of a violation is desired and FIND uses the following sequence to gain adherence to regulations: If an occupant does not comply with the rules and regulations, FIND staff is trained not to put themselves or others at risk. If the situation becomes an issue of public safety, law enforcement is called immediately.

- A violation of state or federal law will be reported as soon as possible to a USACE Officer, State Conservation Officer, or County Sheriff.
- FIND will be responsible for posting of Recreation Regulations and Rules in the areas covered by this permit, at the direction of the USACE.
- FIND will not be able to enforce the Code of Federal Regulations.
- It will be FIND’s responsibility to request assistance from the sheriff or USACE Law Enforcement Staff (depending upon type of violation) after all attempts of voluntary compliance have failed.
- USACE Park Rangers or local law enforcement agencies may be contacted when state regulations apply. In many cases, state laws are synonymous with Federal regulations.

Law Enforcement, Campground Security and Rules of Use

The staff is trained to view visitors as guests and to be treated with courtesy. FIND presents a training segment during the Staff Training sessions to enable FIND staff to clearly identify problem areas before they happen and to deal professionally with conflict situations. FIND considers staff training to be the key toward ensuring compliance with campground regulations. A respectful written warning may be used when the visitor is not present. FIND will post and distribute the rules and regulations applicable to use and occupancy of the facility to all guests.

If a visitor is unwilling to accept regulations and if a violation is affecting the safety of other visitors or property, or if the violation is preventing others from enjoying the forest, a FIND representative will request a visitor to leave the premises. The appropriate law enforcement officer or agent will be called if necessary. While FIND is responsible for evicting campers/guests who refuse to abide by the rules or compromise the safety of others, the initial contact and response is critical.

FIND will adopt the following Rules of Use for the operation of the recreation area. These will be reviewed and approved by the USACE:

- Leashing of Dogs is required in recreation areas
- Exceeding the stay limit of fourteen (14) days is prohibited
- Improper disposal of wastewater or sewage is strictly prohibited
- Parking or Camping in undesignated areas is not allowed
- Use of motor vehicles off designated routes is prohibited.
- Speed limits will be posted
- Overnight camping in parking areas
- Discharge of firearms in the permit area is prohibited
- Campfires are only allowed in designated fire rings
- Quiet hours in the campgrounds will be from 10:00 p.m. to 7:00 a.m., all non-camping guests will be asked to leave the campground at 10:00 p.m. nightly

FIND acknowledges that Rules of Use are not enforceable by Federal, State or local law enforcement authorities unless violations of Rules of Use constitute violations of Federal, State or local laws.

Law enforcement will be called:

- When a serious situation ensues
- When a criminal violation outside the jurisdiction of the county has occurred (The LEO will be notified)
- If an intoxicated visitor intends to drive a vehicle to leave the area. (The appropriate county sheriff will be notified)
- Criminal activity will be dealt with by the appropriate county sheriff. FIND will not be able to enforce the Code of Federal Regulations.
- It will be FIND's responsibility to request assistance from the Sheriff or Forest Service Law Enforcement Staff
- (Depending upon type of violation) after all attempts of voluntary compliance have failed.
- Conservation Officers or local law enforcement agencies may be contacted when state regulations apply. In many cases, state laws are synonymous with Federal regulations.
- FIND will supervise use and enforce house rules to control user behavior using FIND's appropriate policies and procedures.
- FIND will ensure that vehicle parking is not causing resource damage or inconvenience to other visitors. Vehicles will be parked in designated areas, i.e., on asphalt or gravel surface; not blocking traffic; and not damaging vegetation.
- The objective of enforcement is compliance. Our methodology is:
 - To seek compliance with rules by informing and educating the user and by taking an empathetic approach. We are an organization of compassion.
 - As necessary, request assistance from local law enforcement agencies.

The USACE' role in law enforcement in concessioned areas is that of administration of USACE lands within the permit boundaries. In summary, crimes involving persons and property are generally violations of State law. State and local law enforcement agencies have jurisdiction to enforce State laws at concessioner sites. USACE personnel have the responsibility to enforce Federal laws and regulations related to the administration of USACE lands.

The County Sheriff will be contacted for all violations of state law.

The Department of Natural Resources Law Enforcement Division will be contacted for poaching violations.

A USACE LEO will be called for resource related violations and CFR regulation violations.

It is understood that in cases where violations require a court appearance, employees of FIND could be required to appear in court on behalf of the Association or the USACE as witnesses.

Prevention of a violation is infinitely preferable to enforcement of a regulation.

All rules will:

- Conform to existing Federal regulations.
 - Will be agreed to in advance with the USACE.
 - Will not conflict with any existing laws.
- Will be posted conspicuously.

FIND' s personnel will seek compliance by informing and educating the visitor using de-escalation if needed and empathy.

9. Visitor Outreach and Education: What support or resources would you need from USACE to conduct visitor outreach or interpretive programs?

FIND Outdoors central values include Education, and the inspiration of curiosity and understanding through engaging nature-based experiences. This is pivotal to FIND Outdoors mission, and is demonstrated at all sites in which we manage.

FIND welcomes introductions from USACE to existing partners (i.e. volunteer groups, “friends of” organizations or other aligned stakeholders) to best support outreach and education. Furthermore, FIND Outdoors prioritizes the creation of site-specific outreach and interpretive programs. Education, exhibits, interpretation, and community events center on the natural phenomena, cultural significance, land partner history, and current mixed-use principles. Therefore, FIND Outdoors welcomes the collaboration and feedback of the USACE to ensure that the organization and site history is properly told through our educational channels.

FIND would strive to implement educational initiatives and interpretive programs that exist successfully at other FIND sites. FIND Outdoors aims to provide practical, engaging experiences and interpretive upgrades that help visitors enjoy their time in the campground while gaining a better understanding of public lands and their care. Activities and physical exhibits are designed for a wide range of ages and campground users.

Examples include:

- Leave No Trace Junior Ranger Program
- Guided hikes and interpretation
- Creation and installation of site-specific interpretive signage
- Nocturnal Animal Scavenger Hunt
- General Campground Scavenger Hunt
- Project Learning Tree family activities
- School group visits and/or fishing days
- Partner-led programs as appropriate. Examples include:
 - Snake Days
 - Bat Days
 - Bear Days
 - Creepy Crawlers
 - Leave No Trace Advocacy Days

Resources that could support this work might include:

- Data that has informed current or past interpretive programs at the site;
- Themes, topics, or values that are meaningful to the USACE to drive new or reimagined programs;
- Rules or regulations informing the creation or updating of interpretive signage or materials.

10. Equipment Needs: What equipment or materials would you require to successfully manage the campground?

We require secure storage for maintenance equipment, which can be existing and provided by USACE, or a small storage building we install ourselves, if permitted. Similarly, we would benefit from a small indoor office space to serve as a management hub and/or retail space for camping essentials like firewood or apparel, which can be similarly sourced if needed and permitted.

It would be helpful to utilize existing USACE-owned maintenance equipment if feasible. Examples could be lawnmowers, blowers, basic hand tools, chainsaws, and/or pressure washers. If golf carts or UTVs exist and can be used by our organization in managing the campground that would be helpful. If not, we can procure this equipment ourselves with operating revenues.

We require 1-3 full-hookup RV sites at each campground to accommodate onsite hosts and managers.

11. Operational Challenges: What do you anticipate being your greatest challenge in operating the campground?

Our biggest operational challenges will be related to creating unique operational procedures related to a new agency partner and the distance from our operational headquarters in North Carolina. However, these are not unfamiliar challenges and are well within our demonstrated capacity, through our work with various agencies beyond the U.S. Forest Service including National Park Service and privately owned campgrounds. Distance from headquarters is managed through strong on-site staffing, established remote communication systems and routine visits by headquarters staff and leadership. FIND has successfully managed properties at equal or greater distance from our headquarters, maintaining consistent standards.

12. Operating Season: What would be your proposed operational season (opening and closing dates)?

We would propose an operating season from March 13-November 15 (for 2026). The first night available would be March 13 and the last would be November 14.

Additional Considerations

13. Accessibility (ADA Compliance): How will you ensure ADA compliance and accessibility for all visitors?

Ongoing maintenance is critical to ensuring consistent ADA compliance and accessibility. Daily on-site procedures include ensuring sidewalks and paths are free of debris that could impede access for any user. Our team is responsible for proactively monitoring for any structural issues- such as buckling concrete or broken railings that could pose challenges to varied user groups. During any site renovation, we collaborate closely with land managers to identify possible accessibility enhancements.

14. Emergency Procedures: How will you handle emergencies that occur during non-staffed hours?

FIND ensures continuous emergency response by requiring a campground manager to be on-call 24 hours a day, seven days a week. In the event that the manager is not on site when an incident occurs, a designated representative will be responsible for incident management. The manager or designated representative will then follow the aforementioned incident and escalation matrix. This structure is designed to promptly manage emergencies, while maintaining clear communication and division of responsibility.

15. Environmental Stewardship: How will you promote environmental stewardship and resource protection within the campground?

FIND Outdoors promotes stewardship through a combination of rule enforcement, visitor education and consistent maintenance. All applicable agency regulations related to littering, resource damage, and fire management are enforced to ensure resource protection and visitor safety. Education begins at check-in, where staff orient visitors to site specific policies and core Leave No Trace practices. This introduction is reinforced through strategically placed, professionally designed interpretive and regulatory signage located where behaviors most directly impact resources (i.e. fire rings, trails and other common use areas.)

FIND emphasizes stewardship through the physical condition of our sites. We believe that well maintained facilities directly influence visitor behavior and encourage care for shared spaces. As such, daily tasks include consistent focus on litter pickups, bathroom cleaning, vegetation management, and timely trash collection. These practices not only improve visitor experiences, but reduce environmental impacts.

Where allowable, FIND utilizes fee offset funds to support beautification projects that enhance the space while aligning with partner priorities. These efforts support long term sustainability.

