

Business Plan for Friends On Hill - A Community Nonprofit 501(c)(3)

MISSION STATEMENT:

“Friends On Hill educates and empowers the community through skiing and snowboarding, focusing on safety, etiquette, and skills training. We provide financial support to underprivileged adults to ensure access to winter sports, fostering community growth both on and off the mountain.”

VISION STATEMENT:

“We aim to create a welcoming and inclusive environment where everyone, regardless of financial means, can experience the joy of skiing and snowboarding, fostering a connected, active community united by a shared love of the mountains.”

TARGET AUDIENCE:

Our target audience includes:

- **Demographics:** Males and Females aged 25-50, primarily lower or single-income individuals.
 - **Geographics:** Residents of Gallatin, Jefferson, and Park counties (including lifelong residents and newcomers to the community).
 - **Psychographics:** Those who are new to skiing or snowboarding, seeking to meet new people and build lasting connections within the community.
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SUMMARY OF FRIENDS ON HILL:

At Friends On Hill, we believe that the greatest barrier to entry for skiing and snowboarding is the initial cost. As a non-profit organization, our mission is to alleviate this financial burden, making it possible for individuals without the means to experience the sport. We aim to cover the costs of lift tickets, lesson fees, and equipment rentals, ensuring that financial limitations do not prevent anyone from pursuing their passion for skiing or snowboarding.



Additionally, we hope to build strong relationships with businesses and brands that can provide new or gently used gear for our participants, further easing their long-term costs and supporting their continued enjoyment of the mountain for years to come.

We are also eager to collaborate with local mountain lesson programs to offer private group lessons. Our vision is to establish a six-week program, where groups of four participants—whether skiers or snowboarders—are paired with the same instructor each week for a three-hour lesson. This structure allows participants to learn the fundamentals of the sport while also fostering connections and friendships within the group. By the end of the program, participants will not only have acquired essential skills but also formed lasting bonds with four new individuals in the community. In addition, we aim to provide them with the gear they need at no cost, helping them continue their journey on the slopes with fewer financial worries.

Once participants have completed their lessons, we plan to continue engaging with them by hosting Community Ride Days at Bridger Bowl during the winter season. We will also organize in-season waxing and tech nights, partnering with local ski and snowboard shops to offer professional advice and hands-on workshops on gear maintenance.

Throughout the spring, summer, and fall, we will host a variety of free, community-focused events designed to foster connections and encourage new friendships. These events may include group bike rides, arts and crafts nights, board game nights, and volunteer trail cleanup days.

In addition to helping our participants on the slopes, we are committed to educating the broader community on mountain safety and etiquette. We will host a series of free Mountain Safety and Mountain Etiquette classes, where participants can learn essential skills to stay safe while skiing or snowboarding. Partnering with other local organizations, we aim to amplify these important messages, ensuring that all individuals, regardless of their experience level, are well-informed about the best practices for navigating the mountain.

Looking ahead, once we are able to provide gear for our participants, we will encourage them to keep their equipment until they are ready to upgrade. At that point, we would appreciate it if they consider donating their used gear back to us, as we explore the creation of a "buy-back" program or an annual gear drive.

By removing financial barriers and creating a supportive, inclusive community, we aim to empower individuals to engage in skiing and snowboarding, and to continue these activities for years to come.

OPERATING GOALS AND YEARLY OBJECTIVES:

***Prices Viewed Online January 2025**

***See our Cost Breakdown sheet on Page 11.**

***Cost Example of 1 Person At Bridger Bowl (One ½ Day): Starting at 12:30PM**

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*PGL: Public Group Lesson *DT: Day Ticket *D.RTL: Day Rental

***Cost Example of 4 People at Bridger Bowl (One ½ Day): Starting at 12:30PM**

\$540 (3/hr PL @12:30PM) + **\$280** (½ DT) + **\$160** (½ D.RTL) = **TOTAL: \$980** (3/hr PL, ½ DT, ½ D.RTL)

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Year 1 (2025-2026):

- Launch the program with 8 participants (2 groups of 4: one for skiing, one for snowboarding).
- Build relationships with Bridger Bowl, local businesses, and the community.
- Focus on gathering donations and securing partnerships for equipment.

Year 2 (2026-2027):

- Double the number of participants (16 total, divided into 4 groups).
- Continue to foster community engagement with new activities outside of skiing/snowboarding.
- Expand fundraising efforts and work toward a larger event at the end of the season.

Year 3 (2027-2028):

- Increase the program size to 20-24 participants (5-6 groups).
- Begin offering part-time employment to 3-5 staff members.
- Host the first major fundraising event.

Year 4 (2028-2029):

- Further expand the program to 28 participants (6-7 groups).
- Increase community involvement and outreach.
- Hire full-time staff and secure office space for operations.

Year 5 (2029-2030):

- Reach our goal of supporting 32 participants annually, ensuring long-term sustainability.
- Build out the infrastructure with full-time staff and dedicated office space.
- Host an annual fundraising event and plan for continued growth.

Year 10 (2035-2036):

- Support 260 participants in total over ten years, providing equipment, lessons, and tickets.
- Employ a dedicated, full-time staff of 7-10 people.
- Continue to expand our partnerships and community outreach.

MOUNTAIN SAFETY AND MOUNTAIN ETIQUETTE:

In addition to helping our participants on the slopes, we are committed to educating the broader community on mountain safety and etiquette. We will host a series of free Mountain Safety and Mountain Etiquette classes, where participants can learn essential skills to stay safe while skiing or snowboarding. Partnering with other local organizations, we aim to amplify these important messages, ensuring that all individuals, regardless of their experience level, are well-informed about the best practices for navigating the mountain.

LEARNING AND GROWTH:

Learning to ski and snowboard can be a challenging experience, especially for those new to an area. Friends On Hill is committed to helping participants overcome both these challenges, offering a supportive, engaging environment to foster personal and community growth. The lessons learned while navigating the slopes—whether it be persistence, patience, or resilience—have lifelong applications.

Our program promotes self-development and learning, fostering a culture of growth within both the individual and the community. This not only enhances participants' ski or snowboard skills but also nurtures vital personal and social skills that extend far beyond the slopes.

APPLICANTS AND SCHOLARSHIPS:

We are committed to maintaining an open and accessible application process for our participants. Applicants will fill out a form (via Google Forms or a platform like Mailchimp), which includes necessary details such as job status, income, and assets. We may also conduct background checks, ensuring our process is clear, fair, and aligned with legal standards in Montana.

*Although our goal is to provide full access to all who may need it, we may look into the idea of a **Tiered Scholarship Program** with the following levels:

- **Tier One:** Friends On Hill covers 25% of the total cost.
- **Tier Two:** Friends On Hill covers 50% of the total cost.
- **Tier Three:** Friends On Hill covers 75% of the total cost.
- **Tier Four:** Friends On Hill covers 100% of the total cost.

Our goal is to provide FULL financial relief, enabling as many participants as possible to experience skiing and snowboarding while building meaningful community connections.

CREATING A BOARD OF DIRECTORS:

The **Board of Directors** will be responsible for overseeing the operations of **Friends On Hill**. Initially, the board will comprise three members, whose roles will include fostering relationships with local businesses, participating in community events, and assisting in fundraising efforts. As the organization grows, we aim to expand our Board of Directors to 5-7 members with diverse backgrounds, experience, and expertise in community outreach, the outdoors, or the ski/snowboard industry. The Board will meet monthly to provide strategic oversight, financial guidance, and ensure legal and ethical operations.

ADDITIONAL FUNDING AND RESOURCES:

Friends On Hill plans to apply for various **grants and scholarships** from local, state, and federal sources, as well as private foundations. We will raise money through fundraising campaigns, events, and partnerships with local businesses. Our future fundraising efforts will include an **Annual Fundraising Event** to generate the necessary funds to support our mission and continue to expand our reach.

EMPLOYMENT STRUCTURE:

As the organization grows, we will expand our staff. Key positions will include:

1. **Executive Director:** Responsible for overseeing all operations, strategic planning, program management, fundraising, financial oversight, and ensuring compliance with legal regulations.
2. **Program Director:** Work with leadership to set strategic goals, resolve internal issues, and coordinate program planning and implementation.
3. **Finance Director:** Oversee budgeting, financial planning, forecasting, and manage organizational cash flow.

4. **Development Director:** Focus on major donors and foundation work, write grants, and execute fundraising campaigns.

Additionally, we will explore subcontracting human resources and legal work during the early stages, with Board members assuming the HR role in the short term.

HELMETS POLICY:

At **Friends On Hill**, safety is a priority. We strongly encourage and require all participants to wear a helmet while learning to ski or snowboard, especially since accidents can lead to serious injury. All participants will be required to use helmets throughout our programs to promote safety and well-being.

WEBSITE DESIGN:

Our website will serve as a user-friendly hub for information, donation opportunities, and event schedules. It will feature the following sections:

1. **Home Page:** Displays our Mission Statement, Vision, and brief overview of our programs and statistics.
2. **About Us:** Introduces the Board of Directors and Staff with headshots and bios, as well as detailed information about the nonprofit.
3. **Schedule:** Provides an up-to-date schedule of community events and programs, with an easy option to join the email list.

Application Page:

We will include an **Application Page** where potential participants can apply for our programs and scholarships. The page will feature a simple form that collects key information such as contact details, employment status, and financial background (for scholarship applicants). A submit button will allow users to complete their applications electronically, which will then be reviewed by the Friends On Hill team.

Financial Breakdown and IRS Information:

To maintain full transparency, we will include a **Financial Breakdown** section on our website, detailing our revenue, expenses, and IRS filings. Visitors will be able to access the following information:

- **Total Revenue:** Donations, merchandise sales, fundraising events, and grants.
- **Total Expenses:** Program costs, administrative costs, marketing, and fundraising expenses.

- **Net Income/Surplus:** A clear summary of our financial status.
- **IRS Information:**
 - **EIN (Employer Identification Number):** [Insert EIN]
 - **Form 990:** Our most recent Form 990 tax filing will be available for public review.
 - **IRS 501(c)(3) Status:** Friends On Hill is recognized as a tax-exempt nonprofit organization by the IRS.

All financial records and IRS filings will be publicly accessible on our website, ensuring open and transparent communication with the community and stakeholders.

Our website will also include links to social media, an easy donation feature, a volunteer form, and a page to purchase merchandise, with proceeds benefiting the operations of the nonprofit.

E-MAIL LIST:

We will build an email list to maintain regular communication with our participants, donors, and community members. The email list will serve to provide up-to-date information about upcoming events, meetings, and news.

- **For Donors:** A monthly email will recap the previous month's activities and give an overview of the month ahead. This will include photos, videos, and participant testimonials to show how their donations are making a difference.
 - **For Participants and Community Members:** A bi-weekly email will detail upcoming events and activities.
 - All emails will include a "**Donate Now**" link to encourage continued support.
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INSURANCE:

We will consult with legal representatives to determine the types of insurance needed to protect both **Friends On Hill** and our participants. This may include general liability, worker's compensation, and event insurance.

FINANCES:

We will maintain organized and transparent finances by keeping detailed records of all donations, expenditures, and receipts.

1. **Operating Budget:** A day-to-day operating budget will be created to track everyday expenses, weekly payroll, insurance, sponsorships, and program development costs.

2. **Marketing Budget:** We will allocate funds for marketing materials such as stickers, koozies, shirts, hats, flyers, and business cards.
3. **Annual Budgeting Report:** This report will summarize all costs related to operating Friends On Hill annually and will be made publicly available to ensure transparency.

We will establish a relationship with a local bank or credit union to handle transactions and manage finances.

TAXES:

We will strictly adhere to all **local, state, and federal regulations** regarding nonprofit organizations. This includes ensuring proper documentation for all receipts and maintaining compliance with IRS requirements.

DONORS AND STEWARDSHIP:

We will keep a detailed record of all donors, including information about their donation amounts, preferences, and interests. We will ensure proper stewardship by consistently expressing gratitude to donors and sharing updates on how their donations are being used, with pictures, videos, and quotes from participants.

VOLUNTEERS AND STEWARDSHIP:

We will maintain a record of our volunteers, including their interests and the number of hours they contribute. We will practice stewardship by showing appreciation for their time and efforts, offering pictures and videos of the events they helped make possible.

EVENTS:

We will host both **free community events** and **fundraising events** to continue our mission and engage with the community:

- **Free Weekly Meetups:** Community Ride Days at Bridger Bowl, community kickball games, bike rides, and more.
- **Fundraising Events:** Ticketed dinners, golf tournaments, casino nights, and more.
- **Partnership Events:** Used gear drives, social meetups, art shows, and collaborative community events with local businesses.

Our goal is to provide low-cost, accessible activities that foster connection and strengthen our community.

FOSTER BRAND EQUITY AND BRAND LOYALTY:

We aim to demonstrate the **Return on Investment (ROI)** for businesses and brands that partner with us. By showcasing the impact of their donations on our community, we ensure long-lasting partnerships. For example, a partnership with Bridger Bowl will guarantee that participants spend their “Ski Dollar” at their mountain for years to come, benefiting both the organization and the business.

When approaching brands for sponsorships, we will provide clear sponsorship packages with visibility on event posters, websites, and social media. We will emphasize **open, honest, and transparent** communication to build sustainable and valuable partnerships.

OUR BRAND AND LOGO:

Our branded logo features a **chairlift** with a **snowboarder on the left** and a **skier on the right**. A banner that reads **"Friends On Hill"** will be displayed across the middle. The specific font chosen for our brand is **GATTY EXTRA BOLD ITALIC**. This same logo and font will be used consistently for all our **Document Seals, Events, Promotions, and Merchandise**.

Our **Name and Logo** are **currently registered, licensed, and trademarked** with the **State of Montana**.

SLOGAN:

Our slogan is: **"Turns Made Better, Together."** This slogan reflects our Mission and Vision. By riding together, we will build a stronger, more vibrant community. Through skiing and snowboarding, we will share experiences that foster growth and continue creating an inclusive environment for all.

MERCHANDISE:

We will sell branded merchandise, including T-Shirts, Sweatshirts, Hats, Beanies, Patches, Stickers, and more. The profit from the sales will be reinvested back into our operations.

Given the high overhead of holding stock in various sizes and styles, we will explore the option of “**Limited Merch Drops**”. This approach will involve taking pre-orders of the specific sizes and styles people want, purchasing only those items.

We will also **give away** our branded merchandise during all of our **Events** and **Promotions**. The cost of this merchandise will be accounted for in our **Annual Budget Report**.

HOW WILL FRIENDS ON HILL RECEIVE AND ALLOCATE FUNDS:

Friends On Hill is committed to using all non-operational funds to benefit our participants and give back to the community through our events. Funds will be allocated based on our **Daily** and **Annual Operating Budgets**.

Funds will come from a variety of sources:

- Community fundraising events
 - Brand and business sponsorships and partnerships
 - Annual fundraising events
 - Scholarships and grants from private foundations and government sources
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EVENT BREAKDOWN EXAMPLE:

Friends On Hill is hosting a Ticketed Fundraising Dinner with a Silent Auction during the event.

- **Total Guests:** 200
- **Ticket Price:** \$150 each
- **Total from Tickets:** \$30,000
- **Total from Silent Auction:** \$6,000
- **Total Revenue:** \$36,000

Funds will be allocated as follows:

- **Scholarship Program:** 40% (\$14,400)
- **Payroll:** 35% (\$7,560)
- **Office Rental:** 35% (\$4,914)
- **Event Costs:** 50% (\$4,563)
- **Marketing:** \$2,281.50

- **Future Events:** \$2,281.50

COST TO PUT ONE PERSON ON SKIS/BOARD (2025 PRICES)

Mountain	½ Day Ticket	Full Day Ticket	½ Day Lesson	Full Day Lesson	Private Lesson	½ Day Rental	Full Day Rental
Bridger Bowl	\$70.00	\$87.00	2.5 hr - \$95.00	3 hr - \$390.00 + \$50 per person (\$540/4 ppl)	\$40.00	\$50.00	
Showdown Mountain	\$58.00	\$68.00	2 hr - \$50.00	2 hr - \$250.00	\$150.00/hr XT, \$100.00 XT per person	\$40.00	\$45.00
Great Divide Mtn.	Check Window	\$68.00	2 hr - \$40.00	2 hr - \$60/hr or \$150/3 hr	\$20 per person per hour XT	\$25.00	\$35.00
Discovery Mtn.	\$62.00	\$72.00	2.5 hr - \$55.00	2 hr - \$525.00	\$30 per person XT per hour	\$30.00	N/A

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