



Dorris Ranch: Business Planning and Strategy Project Winter 2012 • Business

Ashley Lund • Major Department
Elizabeth Hjelm • Senior Instructor • Ludquist College of Business

Acknowledgements

The authors wish to acknowledge and thank Willamalane Parks and Recreation District for making this project possible. We would also like to thank the following Willamalane Staff for their assistance and contributions that were instrumental to the completion of this report.

Jason Genck, Deputy Superintendent

Mike Moskovitz, Public Affairs Manager

Janet Donnelly, Public Affairs Coordinator

Lori Quick-Mejia, Special Events

SCI Directors and Staff

Marc Schlossberg, SCI Co-Director, and Associate Professor of Planning, Public Policy, and Management

Nico Larco, SCI Co-Director, and Associate Professor of Architecture

Bob Choquette, SCY Program Manager

Aria Seligmann, SCI Communication and Outreach Director

About SCI

The Sustainable Cities Initiative (SCI) is a cross-disciplinary organization at the University of Oregon that promotes education, service, public outreach, and research on the design and development of sustainable cities. We are redefining higher education for the public good and catalyzing community change toward sustainability. Our work addresses sustainability at multiple scales and emerges from the conviction that creating the sustainable city cannot happen within any single discipline. SCI is grounded in cross-disciplinary engagement as the key strategy for improving community sustainability. Our work connects student energy, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

About SCYP

The Sustainable City Year Program (SCYP) is a year-long partnership between SCI and one city in Oregon, in which students and faculty in courses from across the university collaborate with the partner city on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner city through a variety of studio projects and service-learning courses to provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches to difficult, persistent problems. SCYP's primary value derives from collaborations resulting in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future. SCY 2011-12 includes courses in Architecture; Arts and Administration; Business; Economics; Journalism; Landscape Architecture; Law; Oregon Leadership in Sustainability; and Planning, Public Policy, and Management.

About Springfield, Oregon

The City of Springfield has been a leader in sustainable practices for more than 30 years, tackling local issues ranging from waste and stormwater management to urban and suburban redevelopment. It is the first and only jurisdiction in Oregon to create two separate Urban Renewal Districts by voter approval. Constrained by dramatic hillsides and rivers to the north and south, Springfield has worked tirelessly to develop efficiently and respectfully within its natural boundary as well as the current urban growth boundary. Springfield is proud of its relationships and ability to work with property owners and developers on difficult developments, reaching agreements that are to the benefit of both the project and the affected property owners. These relationships with citizens are what continue to allow Springfield to turn policy and planning into reality. Springfield recruited a strong, diverse set of partners to supplement city staff participation in SCYP. Partners include the Springfield Utility Board, Willamalane Park and Recreation District, Metro Wastewater Management Commission, United Way of Lane County, and Springfield School District 19.

Course Participants

Marketing and Communications Team

Aigerim Tulepbergenova, Business Administration Undergraduate

Ashley Lund, Business Administration Undergraduate

Dennis O'Connell, Business Administration Undergraduate

Nicolas Bottcher, Accounting Undergraduate

Tiffany Phillips, Accounting Undergraduate

Events Team

Firas Abduljawad, Business Administration Undergraduate

Haonan Zhang, Business Administration

Rebecca Lai, Business Administration Undergraduate

Shizhi Yang, Accounting Undergraduate

Table of Contents

Executive Summary	6
Industry Analysis	9
Visitor Research	12
Teacher Survey Results	17
Park Improvement Action Plan	19
Visitor Experience and Traffic Recommendations	24
Revenue Generation Recommendations	29
Measuring Success	34
Conclusion	37
Appendix A: Competitors' Best Practics Comparison Table	38
Appendix B: Local News Sources Survey Response	39
Appendix C: Visiting Habits of Respondents	40
Appendix D: Filbert questions	41
Appendix E: Events Likely to Increase Park Visitation Survey Response	42
Appendix F: Financial Estimations	43
Appendix G: Cost Recovery Chart	46
Appendix H: Directional Signage to Dorris Ranch	47
Appendix I: Model Website for Dorris Ranch	48
Appendix J: Example educational signs at other parks	49
Appendix K: Schedule of Recommendations:	50
Appendix L: Average Event Manager Salary	52

This report represents original student work and recommendations prepared by students in the University of Oregon's Sustainable City Year Program for the City of Springfield. Text and images contained in this report may not be used without permission from the University of Oregon.

Executive Summary

Dorris Ranch is a unique site located in Springfield, Oregon on 258 acres of riverfront property owned by the Willamalane Parks and Recreation District. The park's mission is to create an atmosphere for outdoor recreation, provide educational opportunities, and preserve the natural resources of the site. The site currently operates in the public parks industry, but includes offerings that appeal to the community/private events industry, learning/historical community, and the agricultural industry.

Because Dorris Ranch is involved in multiple industries, it has the ability to target a broad range of visitors, including athletic enthusiasts, bird watchers, teachers, event attendees, and many others. The site offers a variety of resources to its current and potential visitors, a few of which include a functioning filbert farm, historic and replica buildings, rental facilities, and a Living History experiential learning site.

To be successful in their industry and meet the needs of their visitors, we recommend that Dorris Ranch develop its marketing strategy, discover other potential areas for revenue generation, emphasize resource availability, and improve program and event diversity within its facilities.

To learn more about Dorris Ranch, we performed both primary and secondary research by distributing surveys to the community and studying best practices of similar facilities. We also researched how the construction of the Middle Fork Path was currently affecting Dorris Ranch and its visitors. We used the results from our research to develop a portfolio of strategic marketing recommendations for Willamalane to consider.



















To successfully implement the project, we identified a list of goals for the site, which we addressed through our recommendations. The main goals for Dorris Ranch include increasing awareness, bettering the overall park experience, and generating revenue for the site.

The action plan summary, Figure 1, is organized by the primary goal the recommendation accomplishes and then indicates supporting objectives (if any) it accomplishes, its implementation period, and the estimated cost.

To monitor the implementation of the recommendations, we established key project metrics for each main objective. Using these metrics, Dorris Ranch will be able to compare historical data to current data and assess the park's improvements in that specific area. This will help them to ensure they are efficiently using their limited resources.

Our recommendations were designed to be scalable and independent so that Dorris Ranch has the option to implement select recommendations according to their budget. The cost to implement each recommendation can be found in Figure 1 below. If Dorris Ranch were to implement all action plans in this report, the current estimated costs would be \$9,016. However, the inflows from revenue stream development should offset these costs and allow them to breakeven.

Dorris Ranch abounds with opportunities. It possesses the resources, but can only leverage these opportunities as a competitive advantage if it increases awareness in the local area and diversifies its programs and events.

	Supporting Objectives	Launch Period	Estimated Cost ²
Objective 1: Increase Awareness 			
Create Online Construction Flipbook	-	2012 (Summer)	TBA
Directional Signage to Dorris Ranch		2012	\$200
Improve Website	-	2012	\$1,500
Improve Travel Oregon Listing		2012	\$0
Niche Marketing and Brochures		2013 (Fall)	\$323
Objective 2: Increase Usage 			
Saturday Classes		2012 (Summer)	\$0
Re-Opening Event		2013 (Fall)	TBA
Eagle Scout Projects		2014	\$0
Educational Signage	-	2012	\$1,250
Improve Education Curriculum Offerings	 \$	2013	\$0
Event Additions and Improvements	 \$	2012 - 2015	\$0 ³
Objective 3: Generate Revenue 			
Facility Rentals – Private Events	 	Spring 2013	TBA
Facility Rentals – Wedding Venue	 	2013	\$1,670
Customer Relationship Management	 	2014	TBA
Agricultural Recommendations		2013 - 2016	\$4,073

Objectives Legend:




- Awareness: 
- Usage: 
- Revenue: 

Figure 1: Action Plan Summary (By Objective).

Introduction

Located in Springfield, Oregon, the 258-acre Dorris Ranch farm, owned and operated by Willamalane Park and Recreation District, offers its visitors a unique ability to learn about area history, see ongoing commercial agriculture of one of Oregon's major crops, and enjoy open space recreation where the Middle and Coast Forks of the Willamette River converge. The mission of Dorris Ranch is "To provide exceptional outdoor recreation and education opportunities while protecting the site's significant natural, historical and agricultural resources."

Every year, tens of thousands of people visit Dorris Ranch for walks, programs, events and other activities. In addition to its role as a public park with a variety of terrains such as prairie, oak, savannah and woodland, forest, and riparian areas, Dorris Ranch has important commercial agricultural and historical value. Dorris Ranch was also the first commercial hazelnut farm in the US in 1892 and today more than 200,000 pounds of hazelnuts are harvested from the property each year.

Dorris Ranch has another distinction of being Oregon's first living-history farm. Today the site is programmed for events such as "BBQ and Bluegrass," "Haunted Hayride," "Living History Festival," school field trips and self-guided tours. It is also available for rentals and events such as parties or weddings.

In December 2008, Willamalane completed an update to the Dorris Ranch Master Plan which identified a number of goals to ensure that Dorris Ranch's abundant resources continue to best serve the community. In summary, this report identified significant opportunity to improve the awareness and usage of Dorris Ranch. It also became clear that they would have to establish a stream of revenue that would help support the achievement of the goals mentioned above and improve the overall self-sufficiency of the park.

To accomplish goals outlined in the updated Master Plan, Willamalane collaborated with students from the University of Oregon to assess the current situation of the park and develop a plan that would improve awareness, visitor experience, and create alternative streams of revenue. Willamalane specifically wanted students to create a multi-pronged marketing program that addresses the historic, cultural, and recreational aspects of Dorris Ranch and recommend a series of programs and events to build awareness and traffic to the facility.

The Dorris Ranch Business Planning and Strategy Project was created to assess the current situation of the park, identify areas of opportunity, and develop a strategy that would improve the park's awareness, usage and long term revenue. Students were tasked to research and recommend new events and programs, as well as improvements involving marketing, signage, existing programs and events, and visitor experience that would improve the overall goals and well-being of Dorris Ranch. The project was designed to be scalable and address the most important concerns first to ensure the Dorris Ranch's long-term success.

Industry Analysis

Dorris Ranch is a unique facility because it operates within a variety of industries. As a functioning filbert orchard, a historical landmark, an educational program site, and a massive facility for recreation and events, Dorris Ranch has a lot to offer. Dorris Ranch functions mainly in the industry of public parks; however, because it could be included in multiple industries, there are many factors that could affect the viability and sustainability of this industry. Understanding these factors, in turn, will affect the viability of specific recommendations that will help Willamalane and Dorris Ranch accomplish their goals.

Threat of Substitutes (High, Increasing)

One major concern for Dorris Ranch is the increasing number of available substitutes that have the potential to decrease park traffic. Technological advances in home entertainment have proved to be a major deterrent for outdoor exercise and enjoyment of nature. Consumers, especially families, now have the choice to stay at home and exercise with motion-sensing gaming systems like the Nintendo Wii or Microsoft Xbox Kinect. Advances in high-definition television technology have made the viewing experience more realistic, mimicking real nature indoors. The proliferation of the Internet has also enabled history enthusiasts to stay at home as well. Further advances in technology will increase the number of options available to consumers looking to allocate scarce periods of free time.

Rivalry Among Existing Competitors (High, Constant)

Dorris Ranch not only competes with substitutes from indirect industries, but Willamalane's own portfolio of parks and recreational facilities exists as a significant rivalry for Dorris Ranch as a public space. The City of Eugene and Lane County also manage dozens of parks for the public good. Of these parks, the Mt. Pisgah Arboretum has been cited as the closest competitor to Dorris Ranch in terms of value proposition. See Appendix A for a detailed comparison of rivalry within this industry.

Bargaining Power of Buyers (Low, Constant)

Since Dorris Ranch is free to the public, bargaining power of buyers is seemingly nonexistent, except for the rental facilities on the property. As long as Willamalane charges a reasonable price for its rentals, buyers will not be a dominant force in the industry. These buyers consist of individuals, families, and companies seeking to reserve space at Dorris Ranch for special events. Community events see even less bargaining power for buyers since they are put on for no (or minimal) charge to facilitate the public good.

By focusing on solving the external issues created by the threat of substitutes and rivalry among existing competitors, Willamalane will be able to better position Dorris Ranch as an attractive option for park patrons. The threat of substitutes related to the bargaining power of buyers is relatively minor when compared to the other industry forces acting on Dorris Ranch as a unique public park enriched with educational opportunities.

Industry Segmentation and Target Visitors

Dorris Ranch can be considered part of four distinct industries, which include the recreational facility industry, community/private events industry, learning/historical industry, and the agricultural industry. Within each of these industries, the visitor segments and the services that Dorris Ranch provides to them can be segmented even further. All of these visitor segments have diverse interests and values. The research results following this section will further refine and test the descriptions of each customer segment included here.

Recreation Facility Industry

Consumers in this industry are primarily concerned with the condition and quality of the park.

Athletic Enthusiasts

This segment of visitors use the park primarily for jogging, walking, and dog walking. They also make up the majority of consumers that use the park for recreation in both number of visitors and frequency of visits. These people are motivated by the quality of the park's trails and its natural beauty. Because Dorris Ranch has over 250 acres and 4 distinct vegetation zones, Athletic Enthusiasts are attracted by the size and environmental variety the park has to offer. Their age and loyalty varies among this visitor segment. Some are very loyal and consistently walk or jog at a single park, while others have a variety of parks they frequent to participate in their activity. Because Dorris Ranch currently is unpaved, there is very little usage of the park for bicycling. However, there is a large cycling community in the Eugene and Springfield area, so once the network of paths is completed to include Dorris Ranch, there will be an increase of park usage for this activity.



Nature Lovers and Casual Visitors

This consumer segment is driven by the size and quality of the park. They are motivated by many of the same reasons as the Athletic Enthusiasts; however, they are relatively infrequent visitors. They can also be influenced by the availability of information regarding general usage of the park and its vegetation. This consumer segment is also affected by inclement weather.

Bird Watchers

Bird watching park visitors make up the smallest segment out of the recreational user industry for Dorris Ranch. It is defined as a niche market and individuals of this segment are attracted to Dorris Ranch because of the 50 species of birds living on the property. Because the variety of the bird population is the main motivator for this group, it is likely that the path construction will drive away this visitor until after the construction because it will reduce the amount of bird inhabitants until completion.

Community/Private Events Industry

Individuals and Family Public Event Attendees

Event attendees are motivated by price and convenience. They are attracted by events that resonate with their interests and select events accordingly. In addition, this group is knowledgeable about different events in the area that are relevant to a specific holiday. They are loyal as long as their experience is positive. Dorris Ranch is attractive to this visitor segment because the majority of their public events are either free or cost very little. Dorris Ranch also has seasonal events such as the Haunted Hayride, which is very attractive because of the seasonality and the positive reception it has received in years past.

Special Occasion Facility Visitors

Special occasion visitors are primarily motivated by cost, location, and park amenities. These preferences also vary by the type of events they are holding. This segment is somewhat small and is strongly influenced by season. Customers involved with rentals can be included in other industry segments if they use the park for other activities. The upcoming construction will likely deter this consumer segment until completion, but will most likely not affect demand in the long term.

Historical and Learning Site Industry

Teachers and Field Trips

The largest visitor segment that Dorris Ranch currently addresses on its historical attributes is teachers. Our research found that school teachers, particularly elementary level, select field trip sites primarily on the relevance it has their curriculum, but are also influenced by educational value, interactivity, and cost. Typically, when a teacher has had a positive experience at a site, they are likely to schedule the same trip for the upcoming year, which indicates high loyalty. In the past, Dorris Ranch has been a popular



option for school field trips and hosts roughly 3,500 school children each year. Dorris Ranch is an appealing destination to teachers because of its low costs and high educational value for history.

Lifetime Learners

The Lifetime Learners are individuals who like to continuously expand their knowledge or learn new skills through classes and tours in the community. We can see that people visit the park for the Living History facilities, but currently, very little is offered to serve the needs of this segment. An opportunity to address this need is to extend Dorris Ranch's Living History program into classes offered through Willamalane, which would attract more visitors to the park. We will discuss this recommendation more in depth later in this report.

Agricultural Industry

Currently, the agricultural aspect of the park is contracted out to a harvester who maintains the orchards, harvests the filberts, and then pays Dorris Ranch a percentage of the profits. As of now, Dorris Ranch is a wholesaler of filberts to other retailers in the state of Oregon through a co-op and has no direct contact with the end consumer. The retailers are driven by the quality and quantity of the product and there is relatively little change in the demand from this market. One of our recommendations for Dorris Ranch is to develop a more direct distribution channel with the surrounding community. We will identify the emerging customer segment for this recommendation later in this report.

Visitor Research

After identifying specific types of consumers that visit Dorris Ranch, we wanted to learn more about their interests, what they thought of the park, and what would increase their frequency of visits to the park. We also wanted to know about Dorris Ranch's awareness in the community and how people heard about the park. To inquire about these subjects, we created two surveys and distributed them to target audiences in the Eugene and Springfield areas. One survey was focused on general usage of the park and the other was designed to gather feedback from teachers that take students on fieldtrips.

Community Needs Survey Results

To better understand the perceptions of the community toward Dorris Ranch and its usage, a series of surveys were distributed in the local community. Three surveys were conducted to accurately gather information about people, who have visited Dorris Ranch and those who have not. They include an online survey (106 responses), physical intercepts at Dorris Ranch (38 responses), and a brochure that was distributed at other Willamalane locations (41 responses).

Because each survey targeted different users and asked different sets of questions, the analysis below does not combine the results for questions that are identical between surveys. Instead, the online survey will serve as the main source of conclusions due to its larger sample size and the others will be used to corroborate or challenge the resulting implications.

Survey Key Findings

- Respondents get news primarily from the Register Guard and local TV
- #1 activity at Dorris Ranch: Walking
- Primary use of the park is for recreational purposes
- 53% of respondents heard of Dorris Ranch from friends or family
- 85% of respondents have recommended Dorris Ranch to a friend in the last year
- #1 reason for having not visited Dorris Ranch: Unaware of Facilities
- Pathways/trails and nature area of park were most important to respondents
- #1 activity that would increase likelihood of visiting Dorris Ranch: Summer evening events
- Knowledge of technology varied heavily between the survey mediums that respondents used

The significant results are discussed more in depth in each subsection and corresponding graphs are referenced in the report appendix.

The Respondents

The three surveys totaled 185 responses. It is important to note that respondents in all three surveys were predominately female (approximately 70% female and 30% male). The two largest responding age groups were ages 26 – 34 and 35 – 54, which total 77% of the respondent pool when combined. However, in the brochure and intercept surveys, the age group 55-64 made up the largest percentage of respondents. The majority of respondents (61%) live in the Springfield zip codes of 97478 and 97477. In the other surveys the zip-code 97477 was the most popular area of residence.

Respondents indicated that they primarily obtain their information about local events from the Register Guard and local television stations. The most popular television stations were KVAL, KEZI, and KMTR. The other surveys corroborated these findings and also indicated Eugene Weekly as a popular news source for community events. Appendix B shows the complete breakdown of where respondents receive their news.

What People Do at Dorris Ranch

According to the online survey and physical brochure, 69% and 63%, respectively, of respondents had visited Dorris Ranch in the last year. Figure 2 below shows the activities individuals participated in at Dorris Ranch and are sorted by the respondent's age and gender.

From the results, we can see that the most popular activity engaged in at Dorris Ranch is walking. The majority of participants of this activity are in the age group of 26 – 34 and 35 – 54 years old. Dorris Ranch's 'walkers' are both male (73% of males) and female (84% of females). Dog walking and picnicking were the second and third most popular activities. The only major departure from these findings is that jogging was identified as the third most popular event in the intercept and brochure survey results. Picnicking participants were largely female according to Figure 2 below.

	How old are you?								Total	What is your gender?				Total
	Under 13	13-17	18-25	26-34	35-54	55-64	65 or over	I prefer not to answer		Male	Female	I prefer not to answer		
Jogging	0	0	1	5	1	1	1	0	9	4	5	0	9	
Walking	0	0	4	17	16	3	3	0	43	11	32	0	43	
Dog Walking	0	0	0	8	8	1	1	0	18	5	13	0	18	
Bike Riding	0	0	0	4	0	0	0	0	4	1	3	0	4	
Geocaching	0	0	0	2	3	1	0	0	6	2	4	0	6	
Picnicking	0	0	0	9	7	1	0	0	17	2	15	0	17	
Fishing	0	0	0	1	1	0	0	0	2	1	1	0	2	
Bird-watching	0	0	2	3	6	0	0	0	11	3	8	0	11	
Rented an Event Venue	0	0	0	1	2	0	1	0	4	0	4	0	4	
Observed the Living History Exhibit	0	0	1	3	5	0	0	0	9	1	8	0	9	
Attended a Dorris Ranch organized event	0	0	0	6	5	1	1	0	13	3	10	0	13	
Other Activities	0	0	1	5	4	0	0	0	10	3	7	0	10	
Total	0	0	4	23	17	6	3	0	53	15	38	0	53	

Figure 2: Online survey results, "Activities Respondents Participated In" sorted by age and gender.

Awareness Results

Approximately 69% of survey respondents had visited Dorris Ranch in the last year and 53% of people who had been to Dorris Ranch had heard about the park from friends and family. Of the remaining 31% that had not visited the ranch, the number one reason for not visiting Dorris Ranch was attributed to the answer that they were "not aware of the facility," which was identical to the physical brochure survey results. (Appendix C)

In addition to testing for overall park awareness, we also evaluated respondent’s knowledge of the rental facilities and presence of historic landmarks. Only 56% of respondents had previous knowledge of the rental facilities Dorris Ranch offers. However, only 4 respondents had actually rented a facility at Dorris Ranch in the past year. We also found that 47% of respondents knew that Dorris Ranch was a historic landmark. Dorris Ranch could consider improving both rental and historic landmark awareness to increase traffic and revenue.

Because the harvesting of filberts is a major component of Dorris Ranch, we asked respondents questions about their awareness of the park’s involvement with filberts and the influence that filberts had on their likelihood of visiting the park. We asked multiple questions involving filberts, which received inconsistent responses. These peculiarities in the data could be caused by an unfamiliarity with terminology rather than a true lack of interest in filbert-related activities. We will discuss the issue of filbert/hazelnut terminology later in the recommendations section, and a complete list of filbert-related survey questions can be found in Appendix D.

Visitor Experience

Of the respondents that indicated that they have been to Dorris Ranch, we wanted to know how they would describe Dorris Ranch and what they thought of the park in terms of quality and importance.

The 3 questions we asked about this topic were:

- Please rate the importance of the following amenities and features that are available at Dorris Ranch.
- Please rate the overall quality of the following amenities and features at Dorris Ranch.
- Which of the following would increase your likelihood of visiting Dorris Ranch in the next six months?

In our online survey, we asked respondents to rate the importance of amenities and features at Dorris Ranch. Figure 3, to the right, shows the percent of respondents who view each feature as ‘very important’. Paths and Trails were ranked the most important amenity with 73% of respondents classifying it as ‘very important’. Natural Area was voted the second most important feature of Dorris Ranch in the online survey. Gardens, Historical Facility, and Agricultural

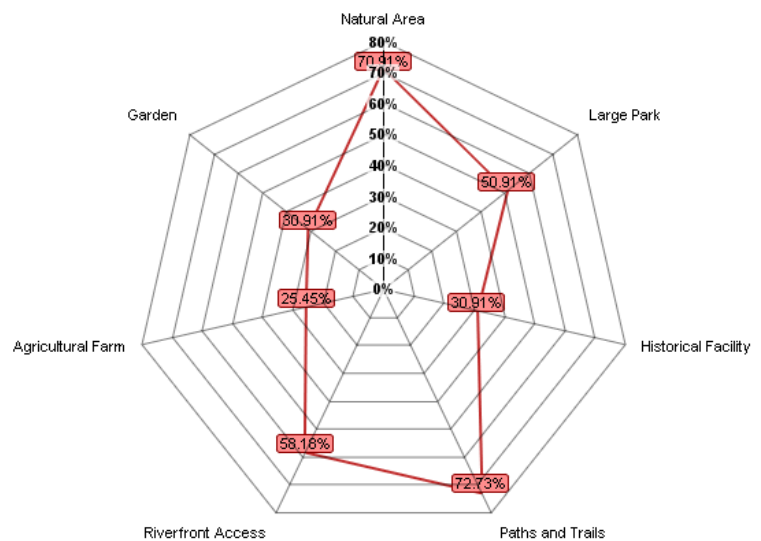


Figure 3: Online survey results, percent of respondents who view each feature as “very important.”

farm were voted 'very important' 30% or less of the time by respondents, which indicates that they place a lesser value on these features. This is problematic since these resources are truly unique distinguishing features of Dorris Ranch compared to other parks in Lane County and throughout the state.

Because the majority of Dorris Ranch visitors are comprised of a very loyal customer base who frequently visit the park, it is important to note these respondent's opinions of the park. As a result, we asked respondents who have visited Dorris Ranch more than 11 times in the last year to rate each park feature on a five point scale (very poor, poor, average, good, very good). The results are as follows:

- Recreational opportunities: Good
- Walkways/Trails: Good/Very Good
- Maps: Good
- Brochures: Average
- Picnic Facilities: Good
- Signage: Poor (particularly directions from I-5)

Interestingly, even people who did not use Dorris Ranch much in the last year (1-10 times) rated the recreational opportunities, maps, and walkways/trails as good. They were more likely than frequent visitors to rate picnic facilities as poor. However, they agreed with frequent visitors that directional signage leading to the park is poor.

We also asked respondents which activities would most likely increase visitation to Dorris Ranch. Detailed results for these questions can be found in Appendix E. Some key results are as follows:

- 1st choice across age and gender: Summer Evening Events (66%)
- Popular program alternatives: Concerts (57%), Children and Family Programming (54%)
- Niche market possibilities: Campfire Events (46%), History Festival (36%), Guided Nature Walks (33%)

'Summer Evening Events' and 'Concerts' were not only the most popular responses, but they were also consistently selected across all age groups and both genders, which means that it would attract the widest variety of visitors. The results of the chart in Appendix E are very indicative of areas that Dorris Ranch could improve to increase overall traffic to the park.

Lastly, it is important to note one significant concern that respondents expressed during the physical intercepts conducted at Dorris Ranch. Respondents were concerned about the impact the construction, scheduled from spring 2012 to fall 2013, would have on the park. Our survey uncovered significant dissatisfaction, surprise, and even anger at the construction closure. Because of these findings, we recommend that Dorris Ranch maintain communication with park visitors to ensure they are constantly up to date on the construction situation. In depth

action plans pertaining to construction communication will be discussed later in the recommendation section.

Teacher Survey Results

Another survey targeting local elementary school teachers was also created with the goal of understanding their needs for field trip programs. The rich natural resources at Dorris Ranch could also be attractive to science teachers at the middle and secondary levels, as could the historical resources. However, with no track record of appealing to this segment, our survey instead targeted elementary school teachers as respondents.



Respondents

This particular survey was sent via email to teachers working at the 14 Springfield and 20 Eugene elementary schools. In excess of 450 emails were sent to local teachers. Two weeks after they were initially sent 49 individuals from grades K through 5 had responded. 55% of respondents taught either second or third grade.

Key Findings

- Science is the most valuable subject for a field trip
- Teachers do not bring their classes to Dorris Ranch because:
 - Other grade levels attend from that school
 - The curriculum does not fit the Living History program
 - They were not aware of the field trip opportunities
- Teachers are the main decision makers regarding field trip destination

General Field Trip Questions

The first part of the survey included more general questions, designed to draw out the factors that were most valuable in a field trip according to teachers. Using this information, the offerings at Dorris Ranch can be altered to better meet the needs of teachers. Questions in this section include:

- In which subject of your curriculum is a field trip most valuable?
- Please rank the importance of these factors when choosing the field trip destination.

Overwhelmingly, the most popular field trip subject was science according to two-thirds of teachers. Also, the top two responses (science and history) made up 91% of respondents. If both science and history field trip programs existed

at Dorris Ranch, potentially the field trip needs of 91% of teachers would be met. This also aligns with a common goal for schools that often incent teachers to create interdisciplinary connections between multiple subjects.

The last part of this section asks the respondents to rank the importance of certain factors of field trip sites, including whether or not it is outdoors, physically active, educational, interactive, economical, and in close proximity to the school. Teachers indicated the top three factors that make up an ideal destination were cost, the opportunity for educational content, and level of interactivity for students. Dorris Ranch can leverage this information to improve its field trip opportunities and the corresponding experiences of the visitors by reinforcing these three factors in their curriculum.

Program Targeting

The next question was designed for a completely different purpose than the previous two. By asking, “At your institution, who chooses field trip destinations?” we can understand to whom Dorris Ranch need to market its Living History programs. The results show 95% of the field trip making decisions are made by teachers either collectively or individually. As a result, Dorris Ranch might want to consider focusing on marketing to teachers because they hold nearly the entire weight of this decision.

Experience and Perception of Dorris Ranch

The next group of questions specifically relates to the perspective local teachers have toward Dorris Ranch. These responses will indicate how the Living History program either meets or fails to meet the needs of visitors. The questions related to this theme are:

- In your opinion, what makes Dorris Ranch an appealing destination?
- Why have you not taken your students to Dorris Ranch?
- Why will you not visit Dorris Ranch in the future?

For those who had previously visited Dorris Ranch they were asked why it is a good field trip destination. Nearly 90% of teachers indicated that the Living History opportunities at Dorris Ranch were the main reason they consider it a good field trip destination. This indicates that the available field trip programs are rightly focused on Living History. Although this makes Dorris Ranch a great destination for historical field trips, it does not meet teachers’ need for science-related field trip curriculum.

When asked why they haven’t taken their students to Dorris Ranch or why they choose not to return in the future, teachers provided feedback for various areas of improvement at Dorris Ranch. Their top responses were that the programs at Dorris Ranch didn’t fit with their grade level’s curriculum, a lack of variety in course offerings, and other grade levels from the same school used Dorris Ranch as a field trip destination.

Another take away from this survey question is that six teachers were not aware of the field trip opportunities Dorris Ranch offers, indicating greater marketing is needed for this group. Lastly, three respondents mentioned cost as a key reason why they do not attend with their class.

From these conclusions it is apparent that Dorris Ranch has an opportunity to alter its Living History program to better meet the needs of students and teachers, while increasing the number of those that do attend.



















Park Improvement Action Plan

The premise of this entire project has been to develop the community connection to Dorris Ranch by:

- Improving local awareness
- Increasing usage of the facility
- Generating additional revenue

By successfully achieving the goals above, Dorris Ranch will have greater ability to meet the recreational needs of the surrounding area and provide additional value through the historical, agricultural, and natural resources that it manages. However, as we have learned more about the current construction plan, the need to reunite the community after its completion has become evident as well, and is another goal that we have added to the project. Fulfilling these goals will help create even more value from the unique resources at Dorris Ranch for the Eugene/Springfield community.

Figure 4: Action Plan Summary (By Objective)

	Supporting Objectives	Launch Period	Estimated Cost ²
Objective 1: Increase Awareness 			
Create Online Construction Flipbook	-	2012 (Summer)	TBA
Directional Signage to Dorris Ranch		2012	\$200
Improve Website	-	2012	\$1,500
Improve Travel Oregon Listing		2012	\$0
Niche Marketing and Brochures		2013 (Fall)	\$323
Objective 2: Increase Usage 			
Saturday Classes		2012 (Summer)	\$0
Re-Opening Event		2013 (Fall)	TBA
Eagle Scout Projects		2014	\$0
Educational Signage	-	2012	\$1,250
Improve Education Curriculum Offerings	 \$	2013	\$0
Event Additions and Improvements	 \$	2012 - 2015	\$0 ³
Objective 3: Generate Revenue 			
Facility Rentals – Private Events	 	Spring 2013	TBA
Facility Rentals – Wedding Venue	 	2013	\$1,670
Customer Relationship Management	 	2014	TBA
Agricultural Recommendations		2013 - 2016	\$4,073




Objectives Legend:	
Awareness:	
Usage:	
Revenue:	

Figure 4 above organizes the recommendations by the main objective that they support and then identifies any supporting objectives, the launch period, and estimated costs.

Awareness Recommendations

Establishing awareness in the Eugene and Springfield area is necessary to Dorris Ranch's long term success. The recommendations in this section develop awareness for Dorris Ranch in two different ways. The first method is to retain current visitors through focusing on communicating with park visitors throughout Dorris Ranch's construction phase so they are aware when the park is open and the overall progress of the project. Maintaining communication with park visitors during this period is also important to stay relevant in the consumers' minds for both present and future usage. The second method is to increase general awareness for the overall park to increased park usage, event attendance, and rental revenue for both new and existing visitors. With the exception of the niche marketing campaign, all of the awareness recommendation can be implemented during the construction period at Dorris Ranch, spring 2012 to fall 2013.

Create Online Construction Flipbook

To keep the community engaged and interested in the ranch during the construction phases, Willamalane could create an online flipbook filled with pictures of the construction area and the progress being made. This will help the community to better understand why the ranch is closed and see the progress of the work being done. A link to the pictures should be posted to the updated website, the Willamalane Facebook and Twitter as well as sent out in all of the Willamalane newsletters during the construction process to ensure wide distribution.

Directional Signage to Dorris Ranch

Because few program and event recommendations can be implemented during the construction period, Willamalane has an ideal window of opportunity to update and improve the directional signage leading to the property. Currently, there are a total of three Oregon Department of Transportation (ODOT) "historic site signs" leading to Dorris Ranch. These signs are approximately 24" x 18" in size and are brown in color, symbolizing historic attractions for motorists. The locations for the three existing signs are as follows:

- SE corner of South A Street and South 2nd Street: Highway 126 Eastbound
- NW corner of South A Street and South 2nd Street: Highway 126 Westbound
- NW corner of Main Street and South 2nd Street: Highway 126 Westbound

These three signs capture motorists traveling from both directions of Highway 126 through downtown Springfield. For a visual representational version of signage leading to Dorris Ranch, see the map in Appendix H.

Willamalane should consider expand signage leading to Dorris Ranch since it is in close proximity to downtown Springfield. In addition to the current signage on Highway 126, Willamalane could work with Oregon Travel Experience, an arm of the ODOT, to place more signs for motorists heading to Springfield in general. We've identified four additional locations for additional signage.

- Glenwood Boulevard leading to Franklin Boulevard: I-5 Northbound traffic
- Highway 126 Eastbound at "Springfield City Center" exit: I-5 Southbound traffic
- Franklin Boulevard leading to Main Street: Highway 225 traffic
- Glenwood Boulevard at Exit 191: I-5 Southbound traffic

Glenwood Boulevard Sign

The sign on Glenwood Boulevard should take priority over the sign on Highway 126 East because it is in closer proximity to Dorris Ranch. Traffic from I-5 Northbound heading toward downtown Springfield will either take the Glenwood Boulevard exit or the Franklin Boulevard (Hwy. 225) exit. Rather than mounting this sign at the intersection, ODOT should place it just before the intersection. The only sign leading up to the intersection of Glenwood and Franklin Boulevards is an "Oregon Visitors Information" sign. Interestingly enough, one of the current signs in downtown Springfield listed above uses an "Oregon Visitors Information" sign post to mount a "Dorris Ranch" directional sign. Therefore, an identical setup on Glenwood Boulevard should be possible.

Highway 126 Eastbound Sign

Unlike the Glenwood Boulevard sign, the Highway 126 Eastbound sign may require its own post structure since nothing currently exists except for the "Springfield City Center" exit sign. Nonetheless, this sign will help attract motorists heading to Springfield from I-5 South.

Franklin Boulevard Sign

In addition to the proposed sign on Glenwood Boulevard, this sign will help direct motorists traveling to Springfield from the south. This sign is less important than the Glenwood sign since it is closer to the existing signage on Highway 126.

Exit 191 Sign

Just as I-5 Southbound motorists exit the interstate at exit 191, they stop at the intersection of Brackenfern Boulevard, Moon Mountain Drive, and Glenwood Drive. While the vast majority of motorists make a right turn and head to the intersection of Glenwood and Franklin Boulevards, it may be useful to add an additional sign here. This sign should only be considered after building the other

signs detailed above since motorists generally pass through this intersection quickly and without much pause.

Improve Website

Website development is very important to Dorris Ranch's marketing campaign. The Dorris Ranch page on the Willamalane website currently does not explain the variety of functions for this special park. Instead, Willamalane should install a sub-domain to create a special space to explain the park's various functions on different pages (i.e. www.dorrisranch.willamalane.org). This would still maintain the connection between Dorris Ranch and Willamalane while emphasizing the importance of the park. By evaluating the websites of several competing parks, we developed a framework of site design considerations. This recommendation would improve its level of interaction with visitors, level of technological advancement, and level of information depth.

Level of Interaction with Visitors

Many websites provide surveys and a guestbook to be filled out for visitors to share their experiences at the park. Some competitors, like Mt. Pisgah (Appendix A), also ask for donations online which allow them to easily generate more funding for projects. They also provide opportunities to become a member or volunteer of the site community. This factor further develops the relationship with visitors and helps them to "feel unique and be part of the exclusive community."

Level of Technological Advancement

The best websites were easy to follow. All of the tabs were consistent and provided relevant links to outside sources. They also demonstrated some effects to aid the user in navigating the site such as flashing or color schemes. The colors were consistent throughout the website and provided a good base for design and aesthetics for its appearance.

Level of Information Depth

Competitors provide extensive information on the history of the site: how it was developed, who were the founders, site policies and regulations. Visitors can also download brochures or newsletters directly from the website. Many of them had links for customer email generation if one wants to sign up for a monthly email update, for example. Pictures for the events held at the site looked relevant and updated. Some of them also had short video documentaries about the site or one of the recent events at the site.

Currently, Dorris Ranch's web page does not demonstrate the criteria mentioned above. With a more competitive website under its own sub-domain, Dorris Ranch can build strong customer relationships, generate revenue through online donations, and, most importantly, promote the park's various features to the public. For more information, please refer to Appendix I.

Improve Travel Oregon Listing

Travel Oregon is an online and print publication designed to inform and inspire tourist traveling throughout the state of Oregon. It produces various printed guides and maintains a complementary online database with descriptions of areas to visit, places to stay, and things to do. Dorris Ranch currently has a listing on the website and a one-sentence mention in the printed guide. Willamalane could focus on improving the online listing to increase awareness and attract visitors.

There are several things Dorris Ranch can do to improve its online presence on the Travel Oregon website, including:

- Adding a picture to differentiate the listing and draw in new visitors
- Updating the listing
 - Update the hours for the construction schedule, currently says, “Open 7 days a week, dawn till dusk”
 - Change website information, currently is linked to dorrisranch.org which no longer exists
- Submitting events for inclusion on event calendar
- Proposing story ideas which can be used via Travel Oregon’s social media channels and for public relation pitches

It would be useful for a representative from Willamalane to attend the next Travel Oregon 101 session, which is a free 2-hour training, explaining how to best connect with Travel Oregon. There appears to be many ways to use the organization as a marketing tool, which have yet to be utilized for the benefit of Dorris Ranch.

Looking forward, Travel Oregon also operates a site called Ride Oregon Ride where visitors can post bike paths and trails in the state. Once the bike path through Dorris Ranch has been completed, Willamalane could post bike ride examples that include the path through Dorris Ranch and shows how connected the ranch is to the rest of the Eugene/Springfield area. This will raise awareness about the bike path and bring bike enthusiasts through the park who may have never visited before.

Niche Marketing

There are many niche visitors of Dorris Ranch, including runners, birdwatchers, and history enthusiasts that Willamalane can better reach. Currently, there are no marketing materials or programs created with select niches in mind. By improving the marketing for these groups, building content and including these active links into the website, Dorris Ranch will not only increase the awareness and usage of the park but will improve the overall visibility of its website.

We have identified a number of key niche visitor groups, including runners and birdwatchers, and possible avenues to reach them.

Runners

- Eugene Running Company
- Running Clubs (youth, adult)
- High School Cross Country and Track Coaches

Birdwatchers

- Cascades Raptor Center
- Birding Eugene Website

Visitor Experience and Traffic Recommendations

Our visitor experience and traffic recommendations are important to the overall success of the park because they will help drive new traffic to the park, as well as influence the visitors experience at the park and whether not they will return. The recommendations in this section either improve the visitor experience while at the park, for example educational signage, or are designed to increase traffic to the park through recommendations such as new events.

Saturday Classes

During construction and the corresponding weekday closure at Dorris Ranch it will be difficult to maintain interest in the site. Visitors will be forced to resort to other locations for exercise and to participate in their hobbies. Unfortunately, the closure is extensive, with Phase 1 lasting until summer 2013. We suggest Willamalane take action in the interim to prevent the permanent loss of visitors as they build a routine elsewhere.

One way to counter this lull in community interest is to create Saturday events to generate buzz during the construction. Examples of these classes could be Birdwatching 101, Quilting, Candle Making, Wilderness Survival, and Archery. Willamalane would charge a nominal fee to cover supplies and labor costs for the instructor(s). This kind of involvement would both regain interest in Dorris Ranch and help people appreciate the landscape it offers, especially once it reopens full time.

Educational Park Signage

Another opportunity for Dorris Ranch is to consider using the construction closure as an opportunity to update park signage to improve the overall visitor experience. Willamalane's current use of signage at Dorris Ranch is limited to trail mile markers and two entrance kiosks. The rest of the park's resources are being undervalued due to lack of internal park signage. With the addition of educational information throughout Dorris Ranch, Willamalane will leverage

the unique resources Dorris Ranch has to offer. Currently, resources like the expansive filbert orchards, antique machinery, and natural habitats for wildlife serve merely as part of the picturesque landscape, but aesthetics is only a partial benefit from each particular resource. Additional signage will help visitors connect with these unique historical and agricultural resources. See Appendix J for examples of signage from sites across the nation.

Historical

Willamalane is responsible for preserving the history of Dorris Ranch, which has evolved over the years to suit various uses. Much of this information can be found in the National Register of Historic Places Inventory-Nomination Form. By emphasizing the unique story of Dorris Ranch and the state of Oregon, Willamalane will transform the site from simply an appealing landscape to an interesting destination to explore and learn from.



Agricultural

In addition to capitalizing on the great historic value within Dorris Ranch, Willamalane can also showcase the park's agricultural aspect. There is significant educational value for Dorris Ranch as a functional filbert farm. To leverage this resource, Willamalane could create educational stations and signage detailing the filbert growth cycle and the history of the terms 'filbert' and 'hazelnut'. This will help differentiate the orchards as a learning ground rather than a mere peculiarity of the park itself.

By adding educational signage that emphasizes the historic and agricultural value, as well as the river ecology and wildlife present at Dorris Ranch, Willamalane will increase public awareness by emphasizing the park's unique aspects to all visitors. To implement this action plan, Willamalane first needs to identify multiple areas and features that could benefit from signage. Next, Dorris Ranch management should collectively decide which signs to select. This will bridge the park's educational mission to educate not only elementary school children, but lifelong learners as well.

Educational Improvements

From the surveys that had been launched to previous teachers that visited Dorris Ranch with their students, we have found that the current curriculum for the school trips is limited. We recommend that

Dorris Ranch work with teachers in the area to develop formalized lesson plans that keep the interactive features that teachers now love, but provide a more robust connection to the classroom before and after the visit. While lots of visitors now come to Dorris Ranch for local studies and history, a concentrated curriculum development effort could also look to develop material in biology and ecology for middle school or secondary classes. Also, Native American cultures for all levels, and 'Farm to Table' agriculture/culinary focuses for secondary and community college programs would be beneficial. Overall, the goal is to provide teachers with a wider range of offerings, which should in turn raise usage.



To develop this curriculum, we recommend that Dorris Ranch partner with the College of Education at the University of Oregon. Through this partnership, Dorris Ranch would have three options in developing new educational material. One option is to have newly entering graduate students in the masters social studies program in 2012 develop their unit on Dorris Ranch. The second option is working directly with the COE graduate students who are already licensed teachers to develop a wider range of subject-specific curriculum. The third option is for Dorris Ranch to directly sponsor

or underwrite local school district teachers to develop lesson plans for various subjects.

The advantage of the first option to work with newly entering graduate students is that several units may be developed at a time and at a relatively low cost. The disadvantage would be that these new students may not have had in-classroom experience when developing lesson plans. Therefore, they may not understand how the best lesson plans are used by teachers and students. Willamalane and Dorris Ranch will receive some curricular units from which to start an upgraded programming, but they are not likely to be finalized or fully polished. At the same time, however, Dorris Ranch can use this option to start to build a relationship with the COE and future Oregon teachers. If this is successful, it could be repeated to focus on specific subjects such as science, literature, or agriculture.

With the second option, graduate COE students will develop a curriculum as an independent study within their graduate program. These graduate students are already licensed teachers and have had in-classroom experience and have decided to receive their graduate degrees or additional endorsements. The advantage of this option is that teachers will have a greater understanding of Oregon's educational standards and how it can be accomplished through the development of their curriculum. The teachers will also understand the value of integrating pre-visit lessons with on-site programs and post-visit reflection or activities. Thus, the curriculum units at Dorris Ranch will likely be of higher

quality than the first option. The disadvantage of this option is that a fewer number of students will be involved. Furthermore, Dorris Ranch would have to provide an inventory of resources for teachers and students to use in their lesson plans.

The third option would be for Dorris Ranch and Lane County to work with local school districts to develop lesson plans for various grade levels by providing summer grant money for a group of elementary school teachers, for example, to plan integrated units with social studies, sciences, and/or physical education. The advantage of this option is that it would build awareness in the teaching community. The disadvantage is that it would require Dorris Ranch to have a strong partnership with the school districts since it does not have anyone on staff (that we know of) with curriculum review or quality assurance experience.



While working with the University of Oregon's College of Education should be low cost, the third option would likely require Willamalane to invest some of its own funds as well as time to identify external grant sources, write grants and then administer an application process from interested teachers. Dorris Ranch should consider developing this relationship during the path construction to ensure that the implementation of new education curriculum is ready for launch shortly after the reopening of the park.

Launch Event For New Bike Path

After being closed for a large part of the previous two years, when construction is completed in summer 2013, a grand reopening is important to display to the community what has been accomplished. The event, which could correspond with the Filbert Harvest of mid-autumn, will serve to welcome back the past Dorris Ranch frequenters while inviting new types of visitors, mostly bicyclists, to use the park. Without this event, the construction overall could result in lower attendance as the community might not be aware of the completed construction.

There are many options of events that can be held as a reopening. These include:

- Bike safety event sponsored by Springfield Police Department
- 5K race supporting local charity
- Local music festival

An event with such community importance will have no problem finding news outlets to run press releases. Dorris Ranch could pursue news websites including, KVAL.com, KEZI.com, KMTR.com and newspapers like the Register Guard and Springfield Times. Lastly, the park could also email the news of this event to those on the Willamalane email list. Combining the usage of these media channels will ensure a receptive and informed local community of the new and improved Dorris Ranch.

The message of these releases should emphasize the variety of uses and types of people the park can satisfy. The bike path will create a “Dorris Ranch for everybody,” as the new path opens up the park to bicyclists and handicapped persons who need the paved trail.

Eagle Scout Projects

Once the park is completed in the fall of 2013, there will be a certain need to restore the facilities after limited use over the previous two years. The Boy Scouts of America have a great opportunity to contribute to Dorris Ranch and help satisfy certain needs of the park. Community service is very important to being a Boy Scout and must be done to advance to certain ranks. This would help the park tremendously, using volunteers to satisfy needs such as non-recurring maintenance, and construction of new facilities without the use of tax levies.

The most important part of a partnership with local Boy Scout troops comes from the need for Eagle Scout projects. Although certain restrictions of a proper project do exist, the main purpose of the project is to benefit the community and do so completely through donations. Dorris Ranch can provide such project ideas to prospective local Eagle Scouts and in return have the facility be updated or improved. This requires Dorris Ranch or Willamalane to create connections with local troop Scoutmasters and also dictate needs and wishes of the park that could suffice as an Eagle Scout Project. Both parties will benefit mutually from this relationship.

Events Improvements

After the park is reopened, it will be important to diversify Dorris Ranch’s portfolio of events to encourage returning and new customers to visit the park. The events that are currently offered at Dorris Ranch are limited. Education from the ranch and facility rentals can be improved, but these developments do not really address the variety and richness of the facility. Moreover, leading parks have a wider portfolio of events that attract visitors. We suggest Dorris Ranch start adding new events to build the awareness and as a result attract new visitors. Some events that we recommend Dorris Ranch add to its current list are shown below. A three-year schedule was created for the events to be implemented and can be found in Appendix K. The schedule took into consideration the current construction in the site and coordinated the new implementation accordingly.

- Music festival activities such as outdoor concerts or daytime lectures
- Bach Festival or The Shedd’s Festival of American Music
- Arts and Crafts activity on weekends and/ or closed schooldays
- Dog show events
- Antique car show
- Bike Days
- Children’s activities

- Ropes course (Recreational activity)
- Junior ranger activity (Education about Ranch and Oregon history for children)
- Charity event (to gain awareness for the ranch and charity)
- Olympics related activities for visitors and athletes if Eugene hosts the Olympic Trials again

Revenue Generation Recommendations

The main purpose of the awareness and usage recommendations is to ultimately drive revenue streams that will in turn further the mission of Dorris Ranch. Ideally, the increase in awareness and traffic will create greater recognition and recall of the park as a whole. Therefore, when people are considering locations to host an event, plan a field trip to, or purchase an agricultural product, they will think of Dorris Ranch first. The following proposed action plans are possible programs that Dorris Ranch could implement to create additional revenue streams:

- Improve rental facilities for private events
- Increase usage of the park as a wedding facility
- Local hazelnut distribution

Facility Rentals – Private Events and Weddings

To assess the current attitudes and opinions of Dorris Ranch’s rental facilities, we conducted short interviews with five past renters. The key conclusions from these interviews included that there was a lack of management when the property is rented, limited catering options available through Dorris Ranch, and no designated parking area for guests. However, the maintenance and repair service of the facility were excellent. Using this feedback from past renter responses, we created a list of recommendation to improve Dorris Ranch’s rental facility as a venue for private events.

Rental of the facility at Dorris Ranch is one of the site’s main sources of income. It would be prudent for Dorris Ranch to take advantage of what it is earning now and work to expand it. The first step is to expand the current options for renting the facility based on the survey feedback. This could result in additional streams of revenue and added value for different rental packages.



Catering and Event Planning Partnerships

One option is to contact and evaluate caterers and event planners in the surrounding area so that Dorris Ranch can offer a greater variety of catering options for renters. This would make it easier for renters to have a 'one stop' planning experience. In addition, building links with caterers may increase referrals and create an additional stream of revenue when the facilities are rented.

There are a large number of caterers in the Eugene/Springfield area, some of whom have their own facilities and some who do not. Dorris Ranch could develop relationships with some of these companies and contract with them to cater to private events on site. Potential caterers around Springfield/Eugene area for Dorris Ranch to consider include:

- Cornucopia
- Wild Duck
- Cafe Soriah
- Oregon Electric Station
- Springfield Catering Company
- Mac's Custom Catering
- Belly

Some event planners in the area that Dorris Ranch to partner with to add value to its rental facility offerings include:

- Flavors Catering & Events
- BGE
- RM Events
- Lifestream Celebrations
- Moxie Events

Not only should Dorris Ranch work to gain awareness through caterers, but if they pursue this recommendation they should also know the range of options provided by these caterers. If a potential renter comes and looks at the venue and then says they are going to look for a caterer, the more information Dorris Ranch can give about caterers who have used the property, the easier it will be for the renters. Contracting with event planners and caterers in the Springfield/Eugene area will not only help satisfy the renters of the property by making it easier for them, but it also attract more visitors to the ranch by increasing Dorris Ranch's visibility.

Wedding Venue Marketing

Dorris Ranch generates much of its revenue from its wedding rentals which means an emphasis should be made for marketing this service. To create alternative revenue and increase park usage as a wedding venue, we recommend Dorris Ranch promote itself to attract new couples looking for wedding venues through wedding-related events. An ideal channel for this

method of marketing is the Oregon Wedding Showcase. It is a locally-owned business that has been producing successful bridal shows since 2004. The shows take place in Salem and Eugene, which gives Dorris Ranch easy access to both locations. The showcase provides a platform for Dorris Ranch to meet new couples who are planning a wedding. It is the most direct way to contact with its target customers face-to-face.

As a wedding venue exhibitor, Dorris Ranch will have the opportunity to talk to potential customers and gain exposure through the flow layout of the Showcase. They would have the opportunity to talk to brides and be featured in the Showcase's related marketing materials. Dorris Ranch's information would be included in their vendor email system, as well as on the Oregon Wedding Showcase's website, from which customers can choose to contact Dorris Ranch after the show.



The main benefit of attending this showcase is that Dorris Ranch can easily and directly target on its customers during a single weekend. Moreover, Dorris Ranch will get the attention of potential customers when they are actively planning the big day. Compared to other types of physical exhibition of Dorris Ranch's wedding venue, we think by attending the wedding showcase event is the most cost effective investment to make.

Promotional materials that would increase effectiveness of Dorris Ranch at this type of event include signage, brochures, and a portfolio of photos and videos to attract attention to the booth. It would also be beneficial to develop a system to collect visitor's names and phone numbers for follow-up after the event. Appendix F includes a list of vendor exhibit prices and cost of online advertising.

Equipment Improvements

Dorris Ranch could also consider providing new additional equipment options when renting the facility. Dorris Ranch currently offers the facility and provides seats as well as tables, dishes, etc. Dorris Ranch could to provide other options for the rentals, such as renting or buying a sound system to provide to renters. Again, the goal here is for Dorris Ranch to make it as easy as possible for people to rent the facility.

Event Management Staff

Currently, there is no on-site manager to assist renters on location as events take place. If Dorris Ranch wants to build out this platform, we recommend they consider hiring an event manager. The event manager would be responsible for managing Dorris Ranch when the facilities are rented. Some previous renters have mentioned that facilities were great when rented but there were no management on site to help. In addition, the event manager would manage

parking on the site when it is rented. The previous rentals complained when they rented the facility of the lack of parking on the ranch and the lack of organization on the day of their event.

So far the steps above involve minimal expense for Dorris Ranch, but it would be useful to have an event manager if it wants to compete in the wedding and event rental space, it also needs to market to consumers. The event manager would be responsible for collecting feedback on events, managing Dorris Ranch when events are going on, and ensuring the safety of the facility. A detailed description and list of duties is shown in Appendix L.

After all the improvements are made, Dorris Ranch will need to add all their new offerings at the ranch to their rentals website page. They would also have to add information they gather from attending the wedding showcases on event planners to their website.

Customer Relationship Management

We recommend Dorris Ranch evaluate its customer relationship management and what techniques could be used to further develop them. Ideally, a proper customer relationship management program will increase customer loyalty which will indirectly increase revenue through repeat revenue, donations, and event attendance. Based on the research that we have performed, we suggest using the following tools.

Customer Contact List

We recommend that Dorris Ranch start collecting contact information for its customers. When someone visits a class or rents a building, Dorris Ranch could collect their contact info and enter that into the database system. It would also be a good idea to send them an automated thank you note after they use Dorris Ranch facilities and an invitation to come back soon.

Membership System

By creating memberships, Dorris Ranch will help its customers feel like a “part of the community” and create the feeling of exclusive privileges. This technique will not only help Willamalane track the number of new visitors, but also will show the management team how many of the current customers stay and continue to express their interest in site activities. A membership system will provide exclusive benefits such as rental discounts, access to unique events, the ability to make advanced reservations, and more. The membership type can be either personal or business. By allowing businesses to become a part of the Dorris Ranch community, the ranch increases its chances of attracting more organizations and, as a result, creating possible partnerships in the future.

The membership system should be designed to collect information for member birthdays, so Willamalane can send a personalized birthday card to that customer’s email or even physical address. It will be a good idea to provide them with some type of “Dorris Ranch Present” such as a discount on renting

the building, some branded hazelnuts, or a free class. That way, Dorris Ranch can show its customers that the management team cares about them and can encourage customers to spend their birthday at Dorris Ranch.

Monthly or Quarterly Newsletter

This type of communication will help Dorris Ranch keep its customers updated on news about current events, promotions, or program development. The newsletter will help Dorris Ranch retain its customers and, as a result, increase membership figures. A monthly or quarterly newsletter will be available both as printed and online versions, supplementing an enhanced website. The printed copy of the newsletter will be available in the kiosks at the ranch and other Willamalane facilities. The online copy will be sent to customers in an email and will have a link to both the Dorris Ranch and Willamalane websites. The online copy of the newsletter will also have the link to various periodic surveys and guest books to allow customers to leave their opinion or provide comments/suggestions about their experience with Dorris Ranch.



Local Hazelnut Distribution

As the oldest commercial filbert orchard in the nation, the groves at Dorris Ranch remain unleveraged by Willamalane. Visitors of Dorris Ranch should be aware of this brilliant feature and appreciate the value of local agriculture. After the completion of the construction, we recommend that Dorris Ranch develop a program to package and distribute a portion of the hazelnut crops to local groceries and restaurants under a branded name. This will first and foremost create an alternative revenue source for the ranch. This recommendation will also include a secondary benefit of building awareness through the current 'Farm to Table' movement in culinary circles as well as the 'local food' movement.



Local stores who sell hazelnuts to its customers in bulk quantity would be a great distribution channel for Dorris Ranch to promote overall awareness and establish a stream of revenue. By distributing to stores that sell in bulk such as Market of Choice, Capella, Kiva, and Sundance, Dorris Ranch will be able to minimize packaging costs. The main reason for local stores to purchase hazelnuts from Dorris Ranch rather than a national distributor is the novelty factor of coming from a local farm and the opportunity to tour the harvest site. If this venture proves successful, Dorris Ranch could then look into selling packaged, branded hazelnuts.

Nutty Wars: Filberts vs. Hazelnuts

Did you know ‘filbert’ and ‘hazelnut’ are both correct names for the same nut? In Oregon, the nut is traditionally referred to as a ‘filbert’. However, over the years, ‘hazelnut’ has become the more commonly accepted term for the nut in both Oregon and nationwide. In 1981, the Oregon Filbert Commission decided to change their name to the Oregon Hazelnut Commission to gain greater name recognition; however, Dorris Ranch continued to refer to its harvest as Filberts after the change. If Dorris Ranch were to brand and self-distribute a portion of their filbert locally, we recommend they begin using the term ‘hazelnut’ on all signs, website references, and promotional materials to gain greater product recognition. (Source: <http://www.oregonhazelnuts.org/about-us/fun-facts/>)

Another opportunity for Dorris Ranch to establish a stream of revenue and raise awareness is to negotiate the supply of hazelnuts to top-rated local restaurants such as Marche, Excelsior, Rabbit Bistro, Café Zenon, Chef’s Kitchen, Glenwood, and Café Soriah. Ideally, these restaurants would indicate on its menu that Dorris Ranch is the supplier of the hazelnuts used in the recipes, and this would raise awareness of the park in the local food community. This would also keep costs to a minimum because Dorris Ranch would not have to spend money on elaborate packaging typically intended for retail consumers. Similarly, Dorris Ranch could sell products to the local high schools with a culinary program (South Eugene, North Eugene, Willamette) and also to Lane Community College’s culinary program.

Dorris Ranch could also raise awareness for the farm and its hazelnuts through publicity such as establishing itself as a key ingredient for the Eugene Iron Chef competition. Even though this would not be a significant source of revenue for Dorris Ranch, it would attract attention to the park and benefit the site in the long term.

Measuring Success

In evaluating the success for each of these recommendations, we created various performance metrics for each main project objective. To track the change that each recommendation has on the current situation of Dorris Ranch, Willamalane will have to access a base understanding of each metric that they can compare throughout the implementation period. It will also be important to develop milestones to serve as indicators of the success of the programs. Since awareness, usage, and revenue are indirectly related to each other, some of the metrics listed may affect multiple objectives.

Awareness

1. Local and National Partnerships
2. Annual Visitor Satisfaction Survey

Local and national partnerships are the relationships Dorris Ranch will build with external organization such as Boy Scouts of America, the Bach Festival, or local restaurants. By closely monitoring the number of organizations that it builds partnerships with, Dorris Ranch will be able to recognize the purpose of these alliances, whether it increases awareness, gains sponsorship, or diversifies its customer base. The more partnerships they develop, the more exposure awareness they gain in Eugene and Springfield, which in turn will hopefully drive traffic and revenue streams for Dorris Ranch.

Once a year, we suggest Dorris Ranch conduct an annual visitor satisfaction survey that gauges why people are attending the park, how did they hear about the park, and what are areas of improvement for the park. The design of such a survey should depend on the content of the survey, but it should be able to be distributed physically at the park and electronically on the Internet. This survey will help to track what marketing methods are working to effectively advertise for Dorris Ranch. Using this information, Willamalane can either focus on strengthening current, implementing new, or discontinuing old awareness campaigns.

Usage

1. Park Attendance
2. Event Attendance
3. Customer Relationship Management Membership

The park attendance and event attendance metrics are very similar. Essentially, their purpose is to record how many people are using the park and compare it to historical attendance information. This will help Dorris Ranch gain an understanding of whether overall park traffic is increasing and also track which days or events are most popular with visitors.

The new membership system will allow Dorris Ranch to track their customer retention rate. This means that if Dorris Ranch has an increase in number of visitors coming for events and activities, they will be able to identify if that is also increasing their number of returning visits and loyalty towards the ranch itself. It can also identify the types of memberships its customers are signing up for the most (business or personal). This will help Willamalane management better understand the type of visitor segments present and help adjust the marketing efforts accordingly.

Revenue

1. Rental Sales
2. Rental Hours Volume
3. Hazelnuts sold through local channels

Rental sales will be an important metric for Dorris Ranch to track if they choose to implement the rental facility recommendations. This metric will compare current revenues to past revenue information and assess if they are gaining more rentals. Having a good understanding of this number will also allow them to budget for other park development projects since rental revenue is the main source of funding for Dorris Ranch. An increase in rental revenue can also indirectly provide information about the various uses of park and repeat visitors.

The volume of rental hours metric is similar to the rental sales. It will exclusively track how long a party is using the facility for and if all their needs are met. This information can also be used to understand the margins that Dorris Ranch is making on each rental and assess which packages are most valuable to them as a stream of revenue.

Dorris Ranch should monitor the amount of hazelnuts in both pounds and dollars sold to local restaurants and stores. With this information, Willamalane will be able to gauge how well it has entered the marketplace. After a few years of selling hazelnuts locally, Willamalane will have a base to compare its performance against. It should strive to constantly increase its units sold because it will not only serve as a stream of revenue but it will continue to increase the awareness of Dorris Ranch.

With the help of these project metrics, Dorris Ranch will be able to measure the success of its programs and identify if it needs to make any changes to its current strategies. By constantly monitoring these milestones, it can ensure constant improvements and stronger relationships with its visitors.

Financial Projections

The recommendations of this project were designed to be scalable and independent. This allows Dorris Ranch to choose which recommendations to implement, influencing the overall budgeted cost of the project accordingly. If Willamalane were to use all of the recommendations outlined in this report, the total cost would be \$9,016. A summarized breakdown for all action plans can be found in Figure 1 in the Executive Summary section. By developing new streams of revenue through rental improvements and hazelnut sales, Dorris Ranch will be able to offset the cost of implementing awareness and usage recommendations. Dorris Ranch will also be able to recover the costs of creating new events using the cost recovery method found in Appendix C.

Conclusion

If Willamalane chooses to move forward with the recommendations outlined in this report, it will be important to use the temporary construction closure to begin implementing the action plan. This phase should be focused on improving marketing to increase and retain visitor awareness, implementing programs and install signage to better the overall visitor experience, and begin to build partnerships that will be useful in future program development. Specifically, before fall 2013, Dorris Ranch should consider creating an online construction flipbook, improve their website and Travel Oregon listing, install directional signage and educational signage, and begin to offer Saturday classes. During this time period it will also be important to build relationships with the College of Education at the University of Oregon, caterers and events planners in Eugene and Springfield, and the Boy Scouts of America. By improving Dorris Ranch's awareness, facilities, and programs during the construction, they will have a more attractive offering ready to launch with the park reopening.

Because the ideal timeline requires Willamalane to fund multiple projects short term without seeing revenue stream development until after the completion of the construction, they will need to assess their budget and determine timeline feasibility. By assessing their current budget, Willamalane will be able to determine which recommendations are feasible in the short term and make priority-based timeline adjustments if needs.

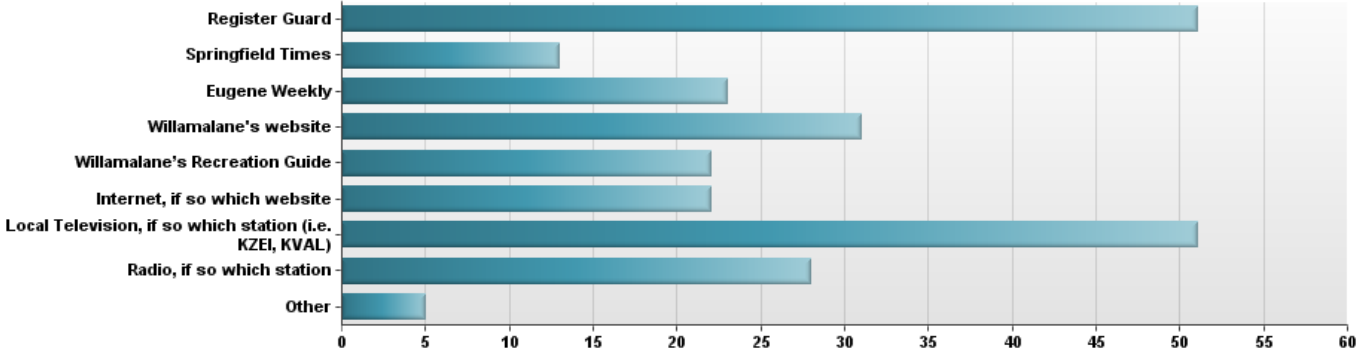
Dorris Ranch is a unique and beautiful park that abounds with opportunity because of its various offerings that are available to visitors. To accomplish their goals of improving awareness, increasing traffic and creating alternative revenue streams, it is important for them to leverage those opportunities in the most effective and efficient ways possible. By using the construction time frame to their advantage and implementing of our recommendations, Dorris Ranch will be able to accomplish its mission of providing exceptional outdoor recreational and educational opportunities while protecting its unique resources.

Appendix A: Competitors' Best Practices Comparison Table

<i>Comparable Sites</i>	<i>Marketing Techniques</i>	<i>Funding Assistance/ Revenue Generation</i>	<i>Resource Availability/ Program Diversity</i>
Fort Steven's State Park	<p>Medium:</p> <ul style="list-style-type: none"> Online presence (average website, appearance on Yelp, YouTube, TripAdvisor, Dogfriendly.com, Oregonstateparks.com, etc.) Printed media (well-designed brochures) 	<p>Medium:</p> <p>Fundraising from lotteries, government support</p>	<p>High:</p> <ul style="list-style-type: none"> Program Diversity Coffenbury Lake On-site Store Volunteer Opportunities Strong Customer Relationship (newsletters, memberships) Direct Contact Information (1-800 number and email address for a contact)
Mt. Pisgah	<p>High:</p> <ul style="list-style-type: none"> Strong collaboration with travel agencies Online presence (Facebook, YouTube, Yelp, etc.) Informative and up-to-date website 	<p>Medium:</p> <p>Most of the funding comes from government and online donations (Honor a Friend, Donate Online, Mail Your Donation, Support for Projects such as MPA's Bridges & Trails Campaign or Ann Johnson Memorial Fund)</p>	<p>High:</p> <ul style="list-style-type: none"> Prairie and oak savanna habitats Location River access Program Diversity (Mushroom, Wildflower, Play in the Rain Day Festivals, Visitor Tours, Hiking Trails, educational programs) Personal and business memberships Photo galleries Volunteer Opportunities Rentals for events
Shelton McMurphey Johnson House	<p>Medium:</p> <ul style="list-style-type: none"> Strong presence online (YouTube, TripAdvisor, etc.) Informative website 	<p>High:</p> <p>Funding comes from government and Support SMJ and the Oregon Cultural Trust</p>	<p>Medium:</p> <ul style="list-style-type: none"> Location Rental success Educational Programs (lectures, tours, book clubs) Volunteer Opportunities Membership (JohnsonMcMurphey society, Individual Memberships)
<u>Dorris Ranch</u>	<p>Medium:</p> <ul style="list-style-type: none"> Good presence online (Yelp, YouTube, Traveloregon.com). Average webpage Brochures 	<p>Medium:</p> <p>Funding comes from the district support</p>	<p>Medium:</p> <ul style="list-style-type: none"> Program Diversity (biking and walking trails, camping, etc.) Location River access Rental availability

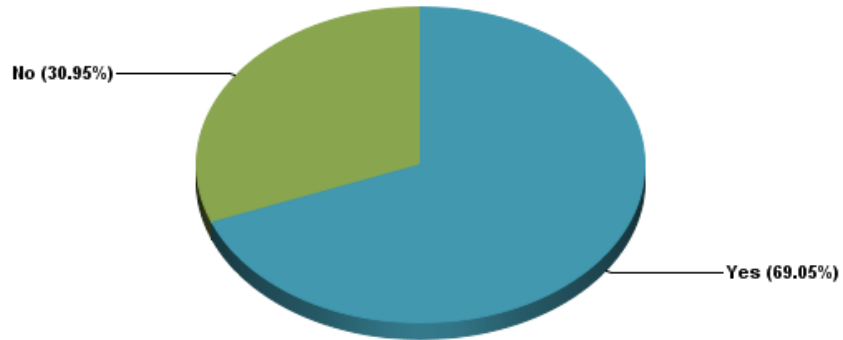
Appendix B: Local News Sources Survey Response

Q (Online): Where do you obtain information about local event from?

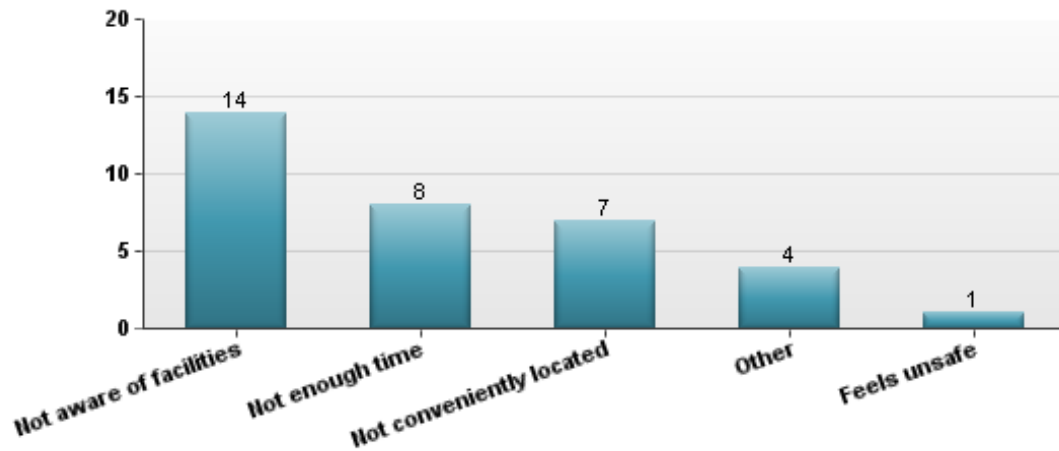


Appendix C: Visiting Habits of Respondents

Q4 (Online): In the last year have you visited Dorris Ranch?

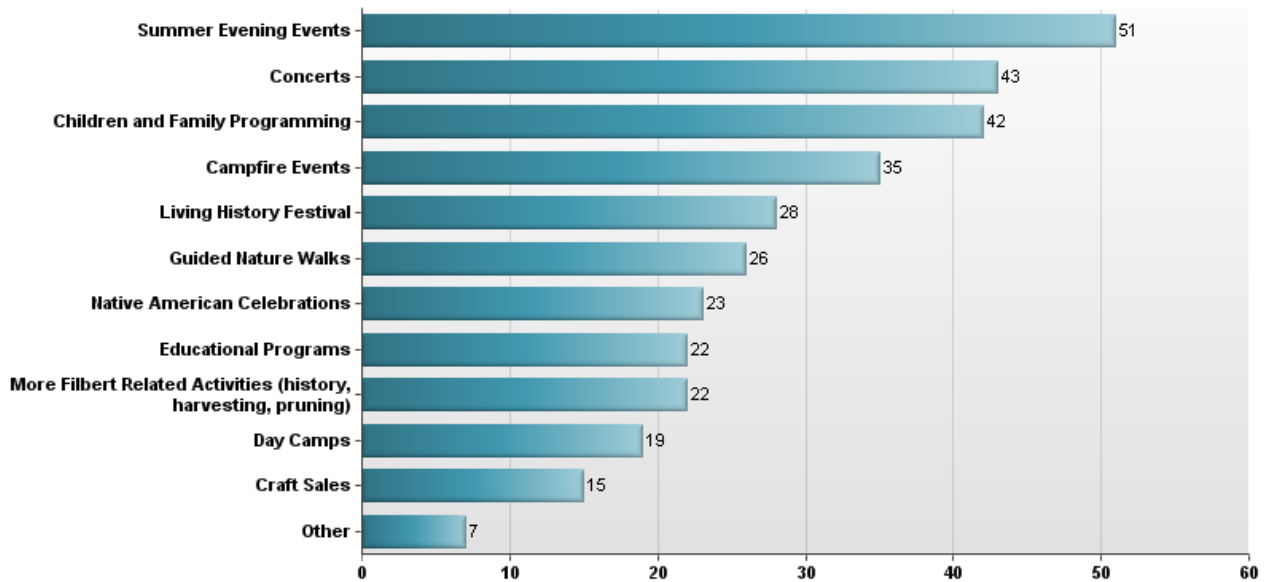


Q5 (Online): If you have not visited Dorris Ranch, why not? (Check all that apply)

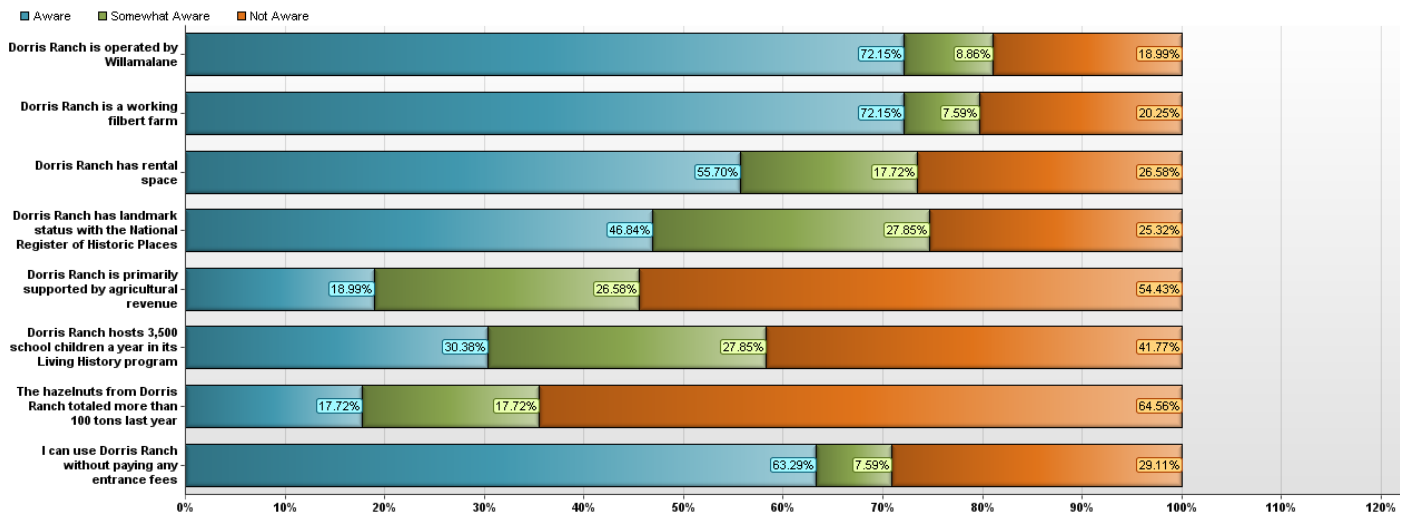


Appendix D: Filbert questions

Q (Online): Which of the following would increase your likelihood of visiting Dorris Ranch in the next six months? (check all that apply)



Q (Online): How aware are you of the following facts about Dorris Ranch?



Appendix E: Events Likely to Increase Park Visitation Survey Response

Q (Online): Which events would increase your likelihood of visiting Dorris Ranch in the future? (sorted by age and gender)

		Which of the following would increase your likelihood of visiting Dorris Ranch in the next six months...											Other	Total
		More Fibert Related Activities (history, harvesting, pruning)	Living History Festival	Children and Family Programming	Craft Sales	Native American Celebrations	Educational Programs	Guided Nature Walks	Day Camps	Summer Evening Events	Campfire Events	Concerts		
How old are you?	Under 13	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 100.00%
	13-17	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 100.00%
	18-25	2 33.33%	4 66.67%	2 33.33%	2 33.33%	1 16.67%	4 66.67%	1 16.67%	1 16.67%	6 100.00%	4 66.67%	4 66.67%	1 16.67%	6 100.00%
	26-34	10 29.41%	9 26.47%	24 70.59%	4 11.76%	8 23.53%	7 20.59%	8 23.53%	11 32.35%	21 61.76%	15 44.12%	16 47.06%	3 8.82%	34 100.00%
	35-54	6 24.00%	9 36.00%	13 52.00%	6 24.00%	8 32.00%	8 32.00%	8 32.00%	6 24.00%	17 65.00%	16 64.00%	18 72.00%	3 12.00%	25 100.00%
	55-64	4 44.44%	4 44.44%	1 11.11%	3 33.33%	4 44.44%	5 55.56%	4 44.44%	1 11.11%	5 55.56%	0 0.00%	4 44.44%	4 44.44%	9 100.00%
	65 or over	0 0.00%	1 50.00%	1 50.00%	0 0.00%	1 50.00%	0 0.00%	1 50.00%	0 0.00%	1 50.00%	0 0.00%	1 50.00%	0 0.00%	2 100.00%
	I prefer not to answer	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 100.00%
	Total	22 28.95%	27 35.53%	41 53.95%	15 19.74%	22 28.95%	21 27.63%	25 32.89%	19 25.00%	50 65.79%	36 46.05%	43 56.58%	7 9.21%	76 100.00%
	What is your gender?	Male	7 35.00%	9 45.00%	8 40.00%	2 10.00%	5 25.00%	5 25.00%	7 35.00%	3 15.00%	11 55.00%	4 20.00%	9 45.00%	4 20.00%
Female		15 26.79%	18 32.14%	33 58.93%	13 23.21%	17 30.36%	16 28.57%	18 32.14%	16 28.57%	39 69.64%	31 55.35%	34 60.71%	3 5.36%	56 100.00%
I prefer not to answer		0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 100.00%
Total		22 28.95%	27 35.53%	41 53.95%	15 19.74%	22 28.95%	21 27.63%	25 32.89%	19 25.00%	50 65.79%	36 46.05%	43 56.58%	7 9.21%	76 100.00%

Appendix F: Financial Estimations


Financial Projections:


Action Program	Expected Revenue
Local Hazelnut Distribution	\$14,000
Memberships/Sponsorships	TBD
Total Revenue	\$14,000+

Action Program	Expected Cost
Directional Signs	\$200
Brochure Printing	\$323
Wholesale Hazelnut Distribution	TBD
Delivery Wages	\$800
Saturday Classes	-0-
New Website Development	\$1,500
Educational Signs	\$1,250
Total Costs	\$4,073+

Hazelnut revenue and expense estimations:

Willamalane can expect to earn approximately \$14,000 from selling 2,000 pounds of hazelnuts to local restaurants and stores. The estimated revenue is calculated under the assumption of selling a 20-pound quantity, the amount that fits in a 5-gallon container (below), to each location five times a year for \$140 (wholesale price: \$7 per pound). We recommend that Dorris Ranch aim to keep costs as minimal and efficient as possible by focusing on wholesale distribution. Assumptions for these estimates include: distribution to 20 vendors, requiring two storage bins per vendor, and use of a Willamalane vehicle to eliminate mileage reimbursement. Estimated costs for wholesale distribution include a onetime purchase of storage bins for \$1,021 and a yearly wage expense of \$800 (20 deliveries in 16 hours at \$10/hour, 5 times each year), which totals \$1,821 of expenses for the first year. In addition, cold storage at 3 degrees centigrade will be necessary to maintain the longevity of the hazelnuts. A local storage option would be SnoTemp in Eugene, which charges \$250 per month for the required amount of space.





Cambro 5 Gallon Clear Food Storage Container
 Product Code: 139966
(No reviews) [Be the first to write a review](#)

SAME DAY SHIPPING

Special Offers:

- ✓ Earn 26 Burkett Bucks Rewards Points
- ✓ Bulk Quantity Discount Available

MSRP: \$44.00
Burkett Price: \$25.52

Qty: [add to cart](#)

*Tax may apply to MI, OH, CA

Saturday Classes Expense Estimation:

The Saturday classes during the construction period are designed to be revenue neutral, by using class fees to directly offset class costs. Instead, these events will serve to generate traffic and excitement for Dorris Ranch throughout the construction process.

Roadway signs Pricing:

Each roadway signs will cost \$400 per year (\$100 per sign). The signs can be purchased through Oregon Travel Experience, which is in charge of all highway signs in Oregon.

Oregon Wedding Showcase Vendor Pricing (website and exhibition):

Website advertisement only:

	BRONZE	SILVER	GOLD	PLATINUM
Up to 3 Business Categories	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Business Name & Phone	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Weblink	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Ask-A-Vendor Bride Leads	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Listed above Bronze Sponsors		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Up to 25 words text		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Facebook & Twitter Links		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Customizable Web Brochure		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Listed above Silver Sponsors			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Category Page Photo			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Up to 50 words text			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Priority Access to Bride Leads				<input checked="" type="checkbox"/>
Top Listings in Categories				<input checked="" type="checkbox"/>
Up to 100 words text				<input checked="" type="checkbox"/>
Banner on Home Page				<input checked="" type="checkbox"/>
	BRONZE	SILVER	GOLD	PLATINUM
Exhibitor Pricing	n/c	\$5/month	\$15/month	\$45/month
Web-Only Pricing	n/a	\$25/month	\$50/month	\$125/month

Costs attending exhibition for 2011 Eugene area:

Eugene October 2011		Eugene January 2012	
<i>October 22 & 23, 2011</i>		<i>January 14 & 15, 2012</i>	
<i>Lane Events Center</i>		<i>Lane Events Center</i>	
	Qty		Qty
<input type="checkbox"/> 10x10 Corner Booth	\$ 695.00	<input type="checkbox"/> 10x10 Corner Booth	\$ 895.00
<input type="checkbox"/> 10x10 Aisle Booth	\$ 645.00	<input type="checkbox"/> 10x10 Aisle Booth	\$ 845.00
<input type="checkbox"/> 5x10 Mini Booth*	\$ 485.00	<input type="checkbox"/> 5x10 Mini Booth*	\$ 635.00
<input type="checkbox"/> Bride Mailing Labels	\$ 45.00	<input type="checkbox"/> Bride Mailing Labels	\$ 45.00
<input checked="" type="checkbox"/> Electricity	N/C	<input checked="" type="checkbox"/> Electricity	N/C
Total for this show: \$ _____		Total for this show: \$ _____	
Booth Preference # _____		Booth Preference # _____	
<i>Cancellation deadline: September 7, 2011</i>		<i>Cancellation deadline: November 30, 2011</i>	
<i>*See Booth Terms on Page 2</i>		<i>*See Booth Terms on Page 2</i>	

Brochure Printing Pricing:



Full-Color Brochures

100 lb Gloss Book Paper
Gloss Aqueous Coating

Printed as 8.5"x11", then folded to 8.5"x3.6875" (letter-fold), 8.5"x3.667" (Z-fold) or 8.5"x5.5" (half-fold)



Quantity	2-Sides
1000	\$234.97
1500	\$259.97
2000	\$290.97
2500	\$322.97
5000	\$436.97
10000	\$807.97

Website Improvement Pricing:

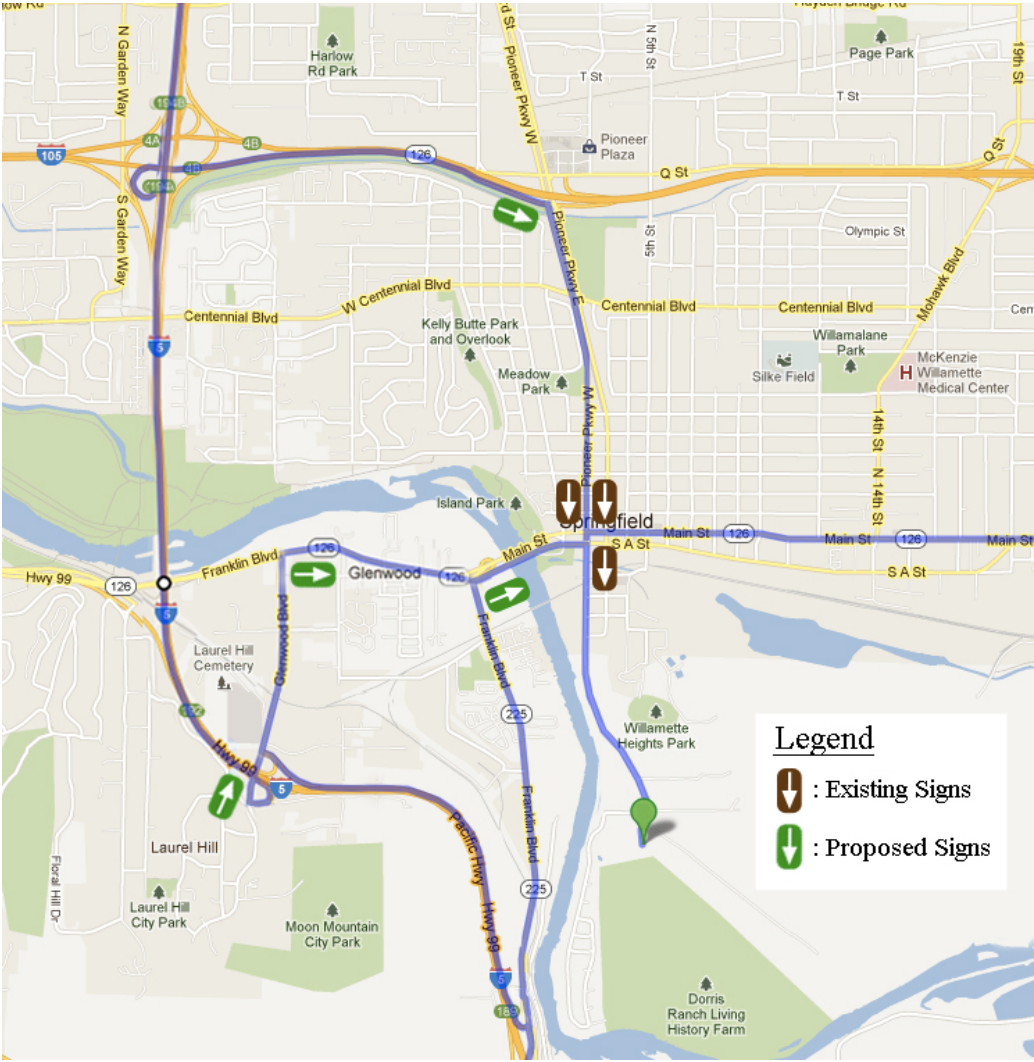
Another cost to incur will be the hiring of a website developer to work on improving the Dorris Ranch website to the extent that it needs. To add the features recommended earlier, it will cost around \$1,500 through local marketing and design firm HeroWeb.

Appendix G: Cost Recovery Chart


This proposed list of events was planned according to the Dorrix Beach cost pyramid structure. Our intention was to find a mix of events that both engaged the community and individuals in the area. We also tried to identify a range of options that highlighted the rich historical, educational and agricultural aspects of Dorris Ranch.

Benefits/Events	Community	Community/Individual	Individual/Community	Mostly Individual	Highly Individual
Arts & Crafts		R/E			
Music Festival	R				
Antique Car Show		H/R			
Dog Show		R			
Wedding Packages					R
Filberts Day	H/R/E/A				
Bikes Day			R		
	Recover 0%	Recover 65%	Recover 100%	Recover 150%	Recover 200%
	What opportunities each event serves? H= Historical, R= Recreational, E=Educational, A=Agricultural				

Appendix H: Directional Signage to Dorris Ranch



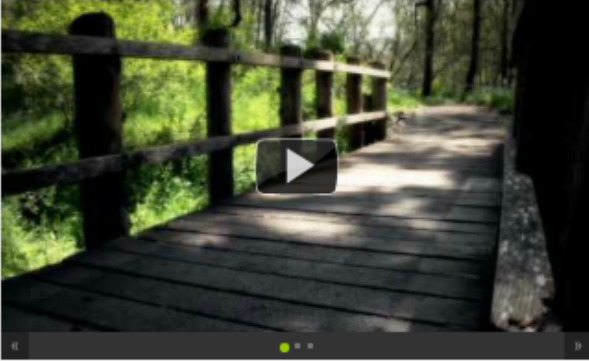
Appendix I: Model Website for Dorris Ranch



MOUNT PISGAH ARBORETUM




[Home](#)
[About MPA](#)
[Education](#)
[Join Us](#)
[Support](#)
[Weddings & Rentals](#)
[Visit MPA](#)



Welcome to Mount Pisgah Arboretum!

One of the shining jewels of Lane County, Mount Pisgah Arboretum is a 209-acre living tree museum. Its riverside trails, quiet paths through evergreen forests, water garden teeming with life, bright wildflower meadows, and open views across oak savannas delight all ages. Located within Lane County's Howard Buford Recreation Area, the Arboretum lies between the Coast Fork of the Willamette River and the slopes of Mount Pisgah. Open dawn through dusk, every day of


Visit MPA



Whether you're looking for vigorous exercise, quiet contemplation, or a pleasant picnic, the Arboretum offers a

[Learn More](#)


Join Us



The Arboretum has been creating community in nature for almost four decades. We depend on the generosity of our nearly 1200

[Learn More](#)


Support



Your support for MPA engages people in nature, builds community and inspires future generations. Become part of the community of

[Learn More](#)

Find Us on Facebook




Mount Pisgah Arboretum on Facebook
[Like](#)

Mount Pisgah Arboretum
Love Mt. Pisgah and want to give something back to the mountain? Become a nature guide for the Arboretum and lead hikes for K-5 graders. Orientation Session is this Thursday (3/15) 6:30-8pm at Wayne Morse Family Farm in Eugene (595 Crest Drive). No experience required. We will train you! This is a great way to help reconnect kids with nature and spend one morning a week this spring out on the trails.

1,379 people like Mount Pisgah Arboretum.

MPA News

Signs of Spring Walk March 10



WALKS & WORKSHOPS

Signs of Spring
SATURDAY, MARCH 10, 10AM-12PM

Signs of Spring Walk March 10

Come join nature guide Tom Bettman for this kid friendly walk in the Arboretum. See how the animals and plants that live here are bustling with activity to prepare for spring. Rain or shine. No registration required. Meet at the Arboretum's Visitor Center. Fee

Appendix J: Example educational signs at other parks



Appendix K: Schedule of Recommendations:

This is a tentative three year schedule of new events that Dorris Ranch can implement:

2012

Implement:

- Install directional signage for Dorris Ranch in Spring Field and Eugene
- Install improved educational signage at Dorris Ranch for unguided tours
- Create Online Construction Flipbook
- Saturday Classes
- Improve Website
- Improve Travel Oregon Listing

Start planning:

- Launch Event For New Bike Path for fall 2013
- Improvements to Educational Curriculum Offerings
- Additional packages for wedding rentals
- New Events:
 - Music festival activities such as outdoor concerts or daytime lectures
 - Bach Festival or The Shedd's Festival of American Music
 - Arts and Crafts activity on weekends and/ or closed schooldays

2013

Implement:

- Arts and Crafts activity on weekend and/ or closed schooldays
- Bach Festival linked concert or lecture (July)
- American Festival of Music linked concert, tours, or lectures (July/ August)
- Enhanced school tours and on site related studies/activities
- Enhanced wedding packages

Start planning:

- Interactive activity for agricultural history focused on hazelnuts
- Local hazelnut distribution and partnerships with local restaurants
- Eagle Scout Projects
- New Events:
 - Dog show events
 - Antique car show
 - Bike Days

2014

Implement:

- Evaluate newly added activities using criteria
- Continue events if successful
- Eagle Scout Projects

Start planning:

- Customer Relationship Management Program
- Culinary displays that focus on hazelnuts
- Additional trails for runners and school cross country groups

New Events:

- Children's activities
- Ropes course (Recreational activity)
- Junior ranger activity (Education- about Ranch and Oregon history for children)
- Charity event (to gain awareness for the ranch and charity)
- Olympics related activities for visitors and athletes if Eugene hosts the trials

2016

Implement:

- Dog show
- Bach Festival
- American Festival of Music
- Interactive area for Dorris Ranch's agricultural history (hazelnut trees)
- Antique car show

Appendix L: Average Event Manager Salary

- \$74,936 according to a criteria of a bachelor's degree in the specialty field and 5 years of experience.
- For national parks such as the Golden Gate Bridge, an event manager annual salary is \$47,169.
- According to PayScale.com, an online salary, benefits and compensation information company, event coordinators working for a state or local organization with one to four years' experience report earnings of \$36,203 to \$45,456 in May 2010. For those with less time on the job, the average salary drops just below \$30,000 per year.

Sources

1. http://www.glassdoor.com/Salary/Golden-Gate-National-Parks-Conservancy-Event-Manager-Salaries-E39810_D_KO39,52.htm
2. <http://www1.salary.com/Meeting-Event-Manager-Salary.html>
3. Special Events Coordinator Job Description in Parks & Recreation | eHow.com <http://www.ehow.com/about_6497077_special-job-description-parks-recreation.html#ixzz1nXjesJfq>
4. http://www.ehow.com/about_6497077_special-job-description-parks-recreation.html