

Preliminary Market Analysis and Feasibility Assessment for the Fish Lake Historic Site



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Final Report

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Friends of Fish Lake

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About the Community Planning Workshop

Community Planning Workshop (CPW) is one of the core programs of the University of Oregon's Community Service Center (CSC) (csc.uoregon.edu). Established in 1977, CPW provides students the opportunity to address planning and public policy problems for clients throughout Oregon. Students work in teams under the direction of faculty and Graduate Teaching Fellows to develop proposals, conduct research, analyze and evaluate alternatives, and make recommendations for possible solutions to planning problems in Oregon communities.

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EXECUTIVE SUMMARY

The purpose of this report is to assess the viability and financial feasibility of a proposed education and skills training center, as presently conceived, at the Fish Lake Historic Site. To reach our conclusions, CPW assessed demand for the center through a market analysis and conducted a feasibility assessment based on projected costs and revenues.

Methods

In the first phase of this study, CPW assessed potential demand for conceived programming through a market analysis. This analysis was completed using the following three steps: (1) document review, (2) case study analysis of comparable facilities and organizations, and (3) analysis of potential user groups and organizations. During the second phase of the study, CPW examined the *operational and maintenance* financial feasibility of the center. Information from the market analysis, combined with the conceived programming, was used to develop cost and revenue estimates for several potential operational models.

This market analysis and feasibility assessment is based on a set of assumptions and estimates for conceived programming at the Fish Lake Historic Site. Key assumptions underlying CPW's analysis include:

- The primary objective for initiating a strategic planning process by the Friends of Fish Lake for the Fish Lake Historic Site was to ensure historic resources at the site were preserved and used in such a way that is compatible to the legacy of the site and its surrounding natural landscape.
- The Friends of Fish Lake wish to explore any and all plausible alternatives for the management and operations of conceived programming at the site.
- The Friends of Fish Lake organization, as it is currently structured, has a limited capacity to manage or operate conceived programming at the site.
- Ideally, any future programming at the Fish Lake Historic site will be self-sustaining in regards to operations and maintenance expenses.
- Conceived programming at the site includes a combination of courses and skills training in the following areas: (1) wilderness management, ethics, and trail maintenance, (2) backcountry pack stock and horsemanship use, (3) natural history and ecology, and (4) cultural history and heritage preservation.
- Expected user groups identified prior to this study vary in demographic make-up and may include families, K-12 school groups, college students, young and seasoned professionals, government employees and the general public.
- Facilities at the Fish Lake site include 18 buildings of log and wood frame construction, horse corrals, and a portion of the historic Santiam Wagon Road on a 17-acre site in the Willamette National Forest.

- The site currently has the capacity accommodate approximately 40 people overnight.
- Potential use agreements with the USDA Forest Service for conceived programming would be: (1) Memorandum of Understanding (MOU) Agreement, (2) Organizational Camp Permit, or (3) Resort Permit.

Conclusions

Based on CPW’s research, **the conceived programming at the Fish Lake Historic Site does present a viable option for the site’s reuse and rehabilitation.** This conclusion is based on the level of interest from user groups we spoke with and the compatibility of the overall vision to the historic and cultural legacy of the site. Eighty eight percent of sample user group organizations CPW spoke with stated they would be “interested” (44%) or “potentially interested” (44%) in using the Fish Lake site or attending conceived programming in the future. **However, given the projected costs and revenues used during this study, it is not likely that the proposed center can be financially self-sustaining.**

To determine financial feasibility, CPW modeled three different scenarios for each potential use agreement (MOU, Organizational Camp Permit, and Resort Permit). The three scenarios were based on projected use and expenses (or level of service): (1) low use and low expenses, (2) high use and low expenses, and (3) high use and high expenses. Given the assumptions used in the models, CPW’s assessment is that most scenarios result in a deficit ranging from approximately \$5,000 to well over \$200,000. Only one scenario, the Organizational Camp High Use and High Expense scenario resulted in a calculated profit of approximately \$19,000.

The feasibility assessment demonstrates the challenges and budget shortfalls for creating a self-sustaining financial model for the conceived center; however, it does not necessarily imply that programming at the site cannot be a success. Funding is an ongoing challenge for any field-based education center. An appropriate funding strategy draws revenue from a wide variety of sources including participant fees, grants, donations, member fees, facility rental fees, sponsors, and retail sales. CPW’s financial assessment only examined the portion of these funding sources that could be estimated at this point in time – participant fees and facility rental fees.

Furthermore, CPW’s conclusion that the Organizational Camp High Use and High Expense scenario could potentially generate a profit does not necessarily imply this is the most appropriate model for the site. For purposes of this study, CPW modeled scenarios that projected costs and revenues based on *allowing* the preferred programming to occur at the site (i.e. renting the facilities) or actually *providing* the preferred programming through structured courses and training sessions. Higher expenses were related to an increase of staffing necessary to *provide* programming.

However, during the initial market analysis for this study CPW discovered potential user groups may be more likely to rent the facilities at Fish Lake for their own programming rather than attend programming facilitated by the conceived center. With this in mind, a more appropriate scenario *may* be the Organizational Camp

High Use and Low Expense or continued use of the Memorandum of Understanding Agreement. However, both of these scenarios will likely result in an annual deficit without external funding sources to supplement the budget.

All scenarios examined by CPW potentially have positive and negative consequences, including the Organizational Camp models. Ultimately, the level of service, development, and operational and management structure of proposed center will have a big impact on the types of groups attracted to the site and, perhaps more importantly, on revenue.

The market analysis completed by CPW revealed a spectrum of alternatives for the Friends of Fish Lake and their stakeholders to consider moving forward. Central to these findings is an assumption that an individual or group of individuals that are passionate and dedicated to the vision, mission and operation of the programs can be identified and recruited to develop and manage the center. Managing the programs requires a specific set of skills; managing them in the context of a USDA Forest Service permit creates additional challenges.

CPW considers this study to be a *preliminary* market analysis and feasibility assessment. All of the variables used within the study are highly dependent on future decisions related to development, marketing, operations, and management of the Fish Lake Historic Site. **Ultimately, Friends of Fish Lake will need to work in partnership with their stakeholders and the McKenzie River Ranger District to determine (1) whether Friends of Fish Lake wishes to continue pursuing program development at the site and if so, (2) what type of programming, development, and management are appropriate given the organization's vision and the site's historic and environmental significance.** The following sections present key considerations and suggested next steps for the Friends of Fish Lake.

Key Considerations

The results of this study are intended to assist the Friends of Fish Lake and their stakeholders in making informed decisions moving forward. Below are key considerations to take into account during the decision making process.

Assumptions and Estimates

CPW calls this a *preliminary* market analysis and feasibility assessment because it is based on a set of assumptions and estimates related to the design program, conceived facility emphasis, and limitations of user groups. These assumptions and estimates have implications to projected financial feasibility of management, operations, staffing levels, costs, and revenues. Changes to any of these assumptions would impact the cost and revenue estimates within the financial feasibility assessment. Furthermore, the assessment does not take into account capital improvement costs, initial start-up costs, or donations and grants.

Despite the apparent interest in the site, it is important for Friends of Fish Lake to also understand that expressed interest does not always equate to actual demand and use. Many respondents CPW interviewed or surveyed were unable to definitively state whether or not they would use the site or attend programming without knowing more information regarding the future development, operational,

and management structure. As the operational and management structure for conceived programming is further developed, models used within this study may be updated to reflect more accurate projections.

Risks and Liability

The Friends of Fish Lake and their stakeholders will need to determine which operational and management model, or scenario, is most appropriate for the site based on a variety of factors; such as, anticipated demand, availability of external funding and support, vision for the site and its potential impact on the historic resources and character of the site, and who the permit holder will be.

All scenarios assessed by CPW potentially have positive and negative consequences. For example the high use and high expense scenarios would likely require increased staffing levels; however, these scenarios allow the managing body (Friends of Fish Lake or another providing programming and maintenance) to generate more income by collecting participant fees. The risk of overestimating use or underestimating costs could create significant financial liabilities for the facility.

Generally speaking, a larger operation on site and higher use rates also present a larger risk for the managing body (or permit holder) than alternative scenarios. This risk could be associated with not generating or acquiring sufficient funding, unanticipated capital improvement costs, and liability among other risk factors. With increased use, there is also the risk of mission creep, overuse of historic resources, demand for expensive upgrades or improvements, and improvements incompatible with the historic character of the site.

Compatibility with the Site

Although the conceived programming has not been officially approved or authorized by the USDA Forest Service, the McKenzie River Ranger District and its affiliates are supportive of the Friends of Fish Lake's strategic planning process and exploring compatible and creative reuse alternatives for the historic site. Aspects of the conceived center the USDA Forest Service considers compatible include: (1) education and programming that ties directly to the natural and cultural history of the site and includes youth learning opportunities, and (2) limited site development or improvements that are sensitive to the historic resources found within the site.

The importance of compatibility is further supported by CPW's market analysis findings. According to case study organizations operating similar facilities, having programs that have a close association to the history of a site or its surrounding natural landscape are more likely to be attractive to potential users. There should be consideration for the interpretation of the site, anticipated wear and impact to historic resources, and potential to integrate nearby amenities into programming.

Operations and Management

The development and operation of a field-based education and skills training center will take a considerable amount of resources and support. It may be necessary to employ full-time staff throughout most of the year depending on the operational and management structure. The responsibilities of facility management

combined with program programming can be a difficult balance for organizations. The operation, upkeep and maintenance of facilities and lodging can often threaten to distract an organization's focus from high-quality programming.

One of the most important findings of CPW's research is that potential user groups *may* be more likely to rent the facilities at Fish Lake for their own programming rather than attend programming facilitated by the conceived center. This has significant implications for the structure of a field-based center — and suggests that the facilities are more important to many potential users than the programming. At a foundational level, this could significantly alter Friends of Fish Lake's vision for the site.

Target User Groups

CPW's research suggests the conceived programming at the site could attract a wide variety of user demographics, including: federal and state government employees, K-12 and college students, members of non-profit organizations, entry-level and seasoned professionals, and the general public. However, the type of user is largely dependent upon the program area and operational structure of the conceived center. Each user groups presents different opportunities and demands for the site such as, length or duration of programming, seasonal use, facility needs, and willingness to pay.

While the Fish Lake site could potentially attract user groups from outside the state, the majority of respondents stated they would be willing to travel one to four hours to the site. This suggests the potential market, or catchment area, for conceived programming at the site in the foreseeable future would likely be within a 300-mile radius or less.

Funding

Establishing a financially self-sustaining facility at Fish Lake will be challenging. Although the site is located on federal land, subsidies provided by the USDA Forest Service for the operation and management of conceived center is not likely within the foreseeable future.¹ Therefore, a funding strategy that includes revenue from a variety of sources and a non-monetary support system (i.e. volunteer site stewardship and partnership contributions) will be necessary.

¹ The McKenzie River Ranger District has presented several ways, including qualifying capital improvement projects, to lower permit fees payable to the USDA Forest Service which would in turn lower costs. But these mechanisms would not be considered subsidies.

Next Steps

Establishing the field-based center will require dedication of time, money, and human resources. Ultimately, the decision of whether or not to continue pursuing development and how to do so is left to the Friends of Fish Lake. However, the effort that Friends of Fish Lake put in to get to the point of conducting this market analysis and feasibility assessment is indication that the organization has the capacity to move to the next phase of strategic planning. Below are CPW's suggested next steps should the Friends of Fish Lake wish to pursue program development at Fish Lake:

1. Continue the strategic planning process and pilot programs for the Fish Lake site.
2. Leverage nearby resources and partnerships to maximize capacity.
3. Expand outreach and marketing.
4. Initiate a business (or strategic) plan and a rehabilitation or redevelopment plan.
5. Make the site as accessible and user-friendly as possible.
6. Revise the financial feasibility tool as new information becomes available.

CHAPTER I: INTRODUCTION

This report presents a preliminary market analysis and feasibility assessment for a conceived field-based education, interpretive, and skills training center at the Fish Lake Historic Site. It includes a brief overview of the site and conceived programming, review of comparable facilities and programs, analysis of potential user groups, and assessment of costs and revenues related to operations and maintenance of the proposed center. This report also identifies key factors the Friends of Fish Lake should consider as it determines next steps in the strategic planning process.

Background

This study was completed by the Community Planning Workshop (CPW) at the request of Friends of Fish Lake, a 501(c)3 organization. The Friends of Fish Lake was formed in 2006 with the intent to protect and preserve the historic Fish Lake Remount Station and surrounding site in Oregon's Willamette National Forest. As part of their founding mission statement, the Friends organization outlined a vision to rehabilitate the historic site into an educational, interpretive and skills training center.

In 2013, the Friends of Fish Lake launched a collaborative visioning process with their diverse group of stakeholders and the McKenzie River Ranger District. The primary objectives of the visioning process was to further develop the conceived programming and outline action steps necessary to take the idea of an outdoor education facility from concept to fruition. The guiding vision combined basic information about the facility emphasis, anticipated capacity use and identified potential user groups. While the vision formed the basis for conceived programming and associated site improvements, many questions surrounding the development, operation, and management of the conceived center remained following this process.

This preliminary market analysis and feasibility assessment is intended to determine if the vision for the Fish Lake Historic Site is a viable alternative for the site and if it can be financially self-sustaining as it is presently conceived.² The study also assesses potential operational and management scenarios by comparing similar case study facilities and organizations across the western United States. The following section outlines CPW's methodology for the study.

² This study is preliminary in the sense that the programming and facility needs are not finalized. The analysis is based on the programming concepts described in Chapter 2.

Methods

CPW assessed the viability and financial feasibility of the proposed education and skills training center at the Fish Lake Historic Site by evaluating demand and supply factors for the conceived programming. The research was organized into four key tasks:

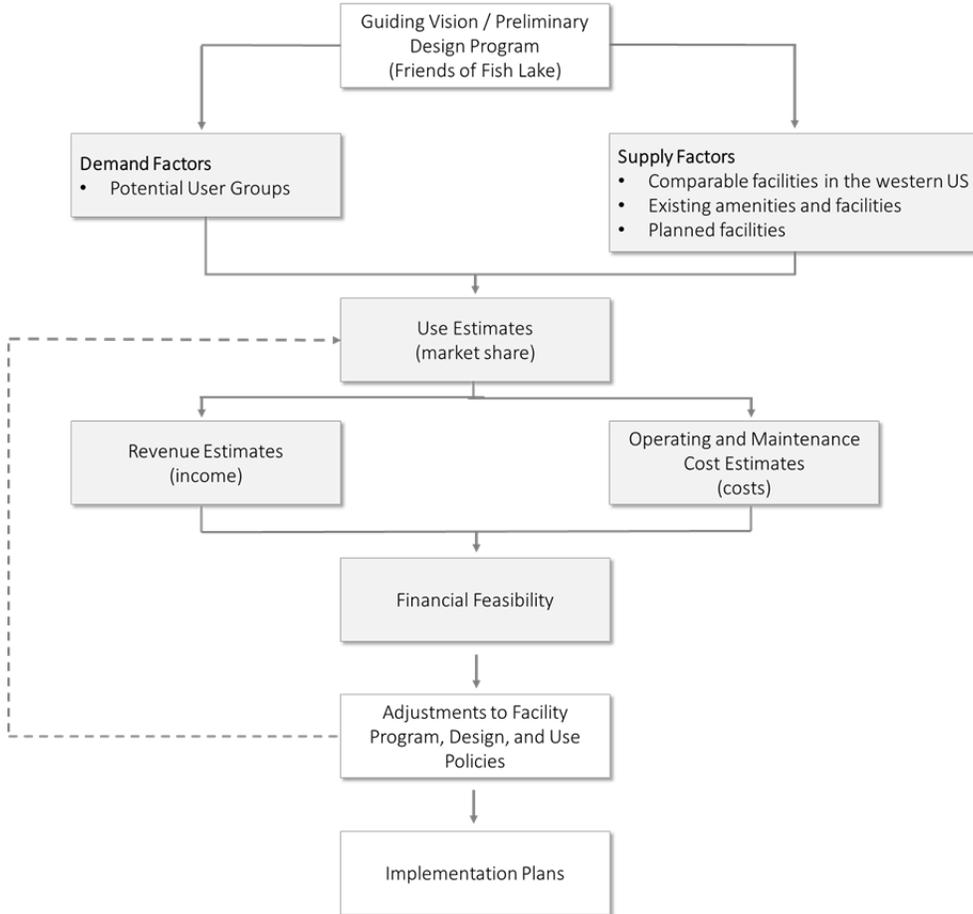
1. **Document review.** CPW initiated the project by reviewing key documents —memoranda summarizing the visioning process outcomes were among the most important – and conducting online research of comparable facilities within the defined market area.
2. **Case study analysis of comparable facilities and organizations.** CPW conducted case study research of nine comparable facilities within the western United States to better understand operational issues and models, financial characteristics, and factors that contribute to a successful facility. Each case study includes data on programmatic offerings, operational and management models, use of collaborative partnerships, marketing and funding strategies, types of users, and key lessons learned by program administrators. These case studies included initial internet research and phone interviews with management staff each comparable facilities or organization.
3. **Analysis of potential user groups and organizations.** CPW assessed demand for a field-based education and skills training center in Central Oregon. To do this, CPW developed and administered an online survey and phone interviews with potential user groups for each of the four program areas identified during the visioning process. The survey and interview gathered information on the general interest of users, desired or necessary facilities for a field-based learning center, and other possible alternative uses users might have for the Fish Lake Historic Site. Potential equestrian users were asked to participate in an online survey given their limited availability during the study period. Potential users from the other three program area were contacted via phone and asked to participate in a phone interview. CPW received a total of 32 online surveys from potential equestrian users. Forty five non-equestrian potential user groups were identified for the purposes of this study. CPW conducted 17 phone interviews for a response rate of 38% from non-equestrian users.
4. **Financial assessment.** CPW used data collected during other research stages to develop a pro-forma financial model that evaluates several use and revenue estimates. This assessment also evaluated staffing requirements, operational models, and maintenance costs of conceived programming.

CPW calls this a *preliminary* market analysis and feasibility assessment because it is based on a set of assumptions and estimates related to the design program, conceived facility emphasis, and limitations of user groups. These assumptions and estimates have implications to projected management and staffing levels, costs, and revenues. Figure 1-1 diagrams the steps in the market

analysis and feasibility assessment and illustrates that development (or design), operational use policies, and management will affect use estimates.

Changes to any of these assumptions would impact the cost and revenue structure of the proposed center at the Fish Lake Historic Site. As the Friends of Fish Lake move farther along in the decision-making and strategic planning process, a secondary financial assessment may be necessary to amend assumptions and estimates found within this study.

Figure 1-1. Steps in the market analysis and preliminary feasibility assessment. Steps in grey are those addressed by this study.



Organization of this Report

The remainder of this report is organized as follows:

- **Chapter 2: Site Conditions & Conceived Programming** provides an overview of the Fish Lake site and describes elements of the proposed Cascades Institute.
- **Chapter 3: Analysis of Comparable Programs and Facilities** describes the characteristics of nine similar programs and facilities and summarizes key considerations for development of programming at Fish Lake.
- **Chapter 4: Analysis of Potential User Groups** describes the interest of key groups that would be targeted by programs at the Cascades Institute.
- **Chapter 5: Preliminary Financial Feasibility Assessment** presents an analysis of the financial feasibility of programming at Fish Lake under three different permitting scenarios.
- **Chapter 6: Conclusions and Next Steps** summarizes the findings of CPW's analysis and lists recommended next steps for Friends of Fish Lake.

This report also contains several appendices:

- **Appendix A. Summary of Potential User Group Findings**
- **Appendix B. Summary of Potential Equestrian Users**
- **Appendix C: Summary of Potential Permitting Models**
- **Appendix D: Potential User Groups and Partners**

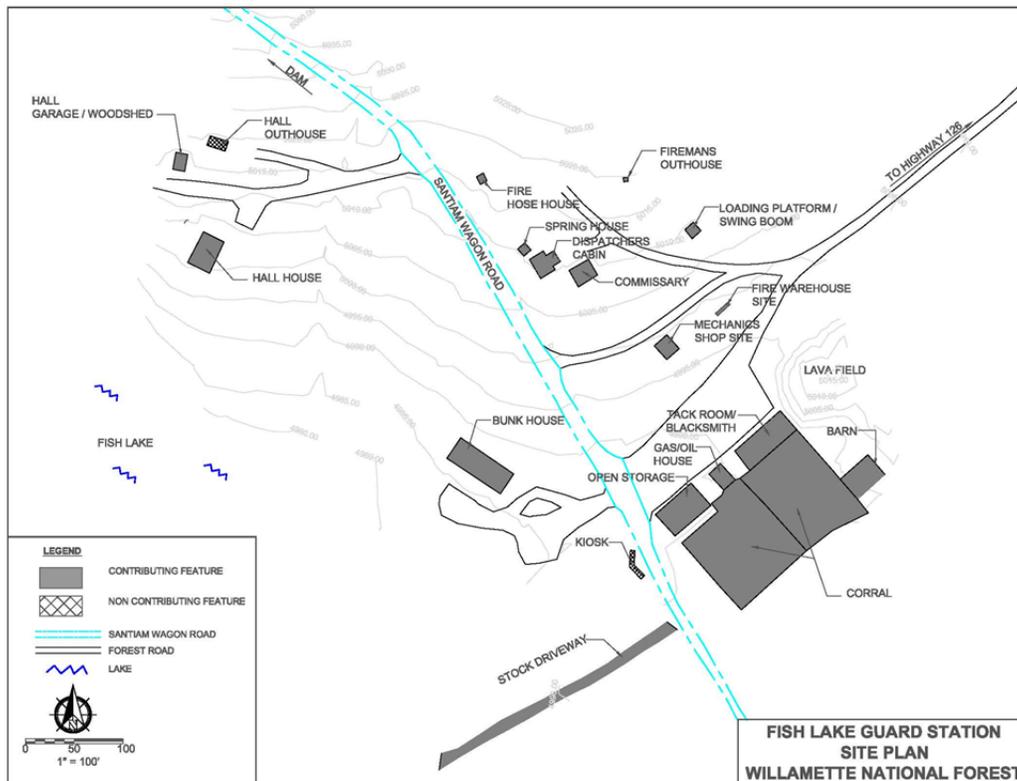
CHAPTER 2: SITE CONDITIONS & CONCEIVED PROGRAMMING

This chapter provides an overview of existing conditions at the Fish Lake Historic Site and summarizes conceived programming for the site. This information was gathered from Friends of Fish Lake and the McKenzie River Ranger District. Existing condition of the site (i.e. facilities and amenities) and conceived programming (i.e. facility emphasis and target user groups) provided the basis for research direction and assumptions used during this study.

Existing Conditions

The Friends of Fish Lake and their stakeholders envision reusing and rehabilitating the historic Fish Lake Remount Station in the Willamette National Forest, centrally located within the Cascade Mountain Range of Oregon. The site is currently owned and managed by the USDA Forest Service and opened to the general public. It encompasses 17 acres and an array of historic features, as seen in Figure 2-1, including: 18 buildings of log and wood frame construction, horse corrals, and a portion of the historic Santiam Wagon Road which stretches east-west across the High Cascades.

Figure 2-1: Site plan for the historic Fish Lake Guard Station



Source: Kline, Rachel D. Fish Lake Guard Station. National Register of Historic Places Nomination Form, Bend, OR: Heritage Stewardship Group, USDA Forest Service, 2014.

Figure 2-2: View of Commissary and Dispatchers Cabin



Source: <http://www.network54.com/Forum/9927/message/1276801866/OT+-+Work+week+at+Fish+Lake+Remount+Station> (accessed August 2014).

The site sits at an elevation of 3,200 feet and is surrounded by high plateau forested terrain, a seasonal lake, and ancient lava fields which are common within this portion of Central Oregon. It is readily accessible by state highway 126 and is roughly 30 miles west of the town of Sisters, Oregon.

It is estimated the site receives several thousand day-use visitors per year, including individuals, families and small groups traveling through the Central Cascades. Today, primary activities at the site focus on day-use interpretation, historic preservation and landscape restoration. Secondary activities, such as winter cabin rental and summer overnight site use, occur during a limited duration and are not widely advertised. According to the McKenzie River Ranger District the overnight capacity is currently 40 individuals; this figure takes into account a variety of sleeping accommodations including two cabins, a bunkhouse, and tent camping. Winter cabin capacity is limited to only six individuals per night.³ Larger groups wishing to use the site other than informal day-use must go through a permitting process with the Willamette National Forest.

Earlier this year, the Fish Lake Remount Station was nominated to the National Register of Historic Places as a historic district for its architectural significance and association with wilderness management and conservation.⁴ However, it is currently underutilized and threatened due to a lack of stable maintenance funding.⁵ The Friends of Fish Lake's volunteer board formed in 2006 to provide stewardship for the Fish Lake Historic Site and later became a 501(c)3 in 2010. Their mission is to preserve the historic resources of Fish Lake, interpret its natural and cultural history, and operate an outdoor educational facility on site – referred to as the Cascades Institute and History Center. Today, the organization works in close partnership with the Willamette National Forest, McKenzie River Ranger District under a Memorandum of Understanding (MOU). Annual activities of the organization include fundraising initiatives, work parties for the physical restoration of historic buildings on site, and strategic planning meetings. The organization

³ Wellner, Kent. RLMH Staff Officer, USDA Forest Service, Willamette National Forest, McKenzie River Ranger Station. Email correspondence, Oct. 2014.

⁴ For more information on the history of the site and its significance see National Register of Historic Places Nomination form for the Fish Lake Guard Station completed by Rachel Kline.

⁵ Friends of Fish Lake. Preliminary Market Analysis and Feasibility Assessment. Meeting Notes. Aug 2014.

continues as a volunteer effort, but has since grown to include 75 members, 35+ worker volunteers, and 30+ engaged stakeholder organizations all dedicated to seeing the site be used in such a way to honor its cultural legacy of wilderness management and conservation.

Conceived Programming

In 2013, the Friends of Fish Lake launched a collaborative visioning process to develop a compatible reuse for the Fish Lake Historic Site. The main principles underlying this process were to (1) preserve the historic character of the site, (2) provide a place of public use and enjoyment, (3) identify a self-sustaining (or revenue-generating) use in-keeping with the cultural legacy of the site, and (4) provide education and skills training opportunities for the next generation of cultural and natural resource stewards.⁶

The results of the visioning process further developed the concept for the envisioned field-based education, interpretation, and skills training center. The Friends of Fish Lake and their stakeholders outlined proposed courses, workshops and training sessions to be held on site within each of the four following program areas:⁷

- Wilderness management, ethos, and trails maintenance
- Backcountry pack stock and horsemanship use
- Natural history and ecology
- Cultural history and heritage preservation

Potential user groups identified during the visioning process include K-12 and college students, educators, families, multi-generational groups, and the traveling public. While participants of the visioning process recognized some minimal improvement or new construction may be necessary to accommodate the conceived programming, there was an agreed upon interest to retain as much historic feeling, character, and building fabric as possible. Some of the anticipated upgrades to the site identified during the visioning process include:

- Construct an outdoor pavilion or gathering space
- Construct additional restroom facilities or vault toilets
- Construct additional sleeping accommodations, such as a bunk house
- Improve existing bunkhouse
- Upgrade water system
- Improve access roads

The vision outlined by the Friends of Fish Lake and their stakeholders presents a clear direction for the programmatic activities to occur on site; however, many questions regarding the development, operation, and management of the

⁶ The main principles guiding the visioning process stemmed directly from the Friends of Fish Lake's organizational vision statement. <http://www.fishlakehistoricsite.org/p/vision-statement.html>

⁷ The wording of the four program areas differs slightly than what is currently being used by the Friends of Fish Lake. When speaking with potential user groups about conceived programming, CPW found the wording (or program titles) shown above better illustrated the vision for the Fish Lake Historic Site.

conceived center have yet to be answered. With the assistance of the Community Planning Workshop (CPW), the Friends of Fish Lake identified the next appropriate step in their strategic planning process would be to conduct a market analysis and feasibility assessment. The Friends of Fish Lake view this study as a critical step to (1) finalize a plan that would protect and perpetuate the use of the Fish Lake site, (2) identify the next steps and capacity needed for Friends of Fish Lake to achieve their mission of an field-based education and skills training center, and (3) maintain momentum and partnership connections formed from the visioning process.

The remainder of this study will present a preliminary supply and demand market analysis and feasibility assessment developed by CPW specifically for conceived programming and facility emphasis at the Fish Lake Historic Site.

CHAPTER 3: ANALYSIS OF COMPARABLE PROGRAMS AND FACILITIES

As the Friends of Fish Lake and their diverse group of interested stakeholders consider potential directions for a field-based education and skills training center at the Fish Lake Historic Site, it is instructive to consider the experiences and precedents of similar programs. To this end, the Community Planning Workshop (CPW) identified nine facilities or organizations that serve as insightful case studies on the operation, management, and development of a field-based education and skills training center.

Selection of Case Study Organizations

The purpose of the case study research is to (1) identify existing programs in the western United States that parallel conceived programming at the Fish Lake Historic Site, and (2) assess how those programs are managed, operated, and sustained. Findings from this case study research provide insights and a spectrum of operational and management options for the Friends of Fish Lake and their stakeholders to consider as they move forward. This research also informed the feasibility assessment portion of this study by providing comparable fees, revenues, and costs incurred by similar organizations.

CPW analyzed a total of nine case study organizations within 11 western states. This selection of organizations was based upon Internet research and conversations with the Friends of Fish Lake and staff from the USDA Forest Service's McKenzie River Ranger District in the Willamette National Forest. CPW gathered (1) general information for all nine case study organizations through Internet research and (2) more in-depth insight and perspective through informational phone interviews with six of the nine organizations.

Each organization selected for this study has course offerings, or field-based experiences, similar to one or more of the key programmatic themes identified for the proposed education and skills training center at Fish Lake. Case study organizations selected for this study include:

- Arthur Carhart National Wilderness Training Center, Montana
- HJ Andrews Experimental Forest, Oregon
- Ninemile Wildlands Training Center, Montana
- Outdoor Stewardship Institute (OSI), Colorado
- Region 5 Pack Stock Centers of Excellence (COE), California
- Siskiyou Field Institute, Oregon
- The Murie Center, Wyoming
- Wild Rockies Field Institute, Montana
- Yellowstone Association Institute (YAI), Montana

Summary of Case Study Findings

This section identifies and synthesizes key findings from the nine case study facilities or organizations. CPW placed special emphasis on transferable lessons learned for the Friends of Fish Lake and their stakeholders to consider moving forward. This section is organized into the following sub-sections: (1) programming, (2) facilities and services, (3) management and staffing, (4) partnerships, (5) funding, and (6) marketing. Each sub-section contains a summary of findings, key lessons learned, and one or more examples of success stories. The chapter concludes with a matrix of comparable findings for all nine case study organizations.

Programming

Although programming available through the case study organizations vary widely in topics, the facilities and organizations selected for this study *generally* focus on one overarching program area such as, wilderness conservation, or natural history and ecology. Ninemile Wildlands Training Center was the only organization that combined two independent program areas: historic preservation trade skills and pack stock use. During the preliminary research phase of this study, CPW found the Pacific Northwest is saturated with ecology and natural history field programs for K-12 students.^{8 & 9} While natural history field-based learning for adults, professionals, or college students does exist in the Pacific Northwest, these targeted programs were not as prevalent as those for younger age groups.

Only one case study organization, the Yellowstone Association Institute, facilitated programming on a year-round basis. Three additional organizations kept their facilities in year round use, but only in terms of facility rental and did not offer any facilitated programming during the winter months. The typical operating season was March or April through October or November. The highest participation rates for most field-based educational opportunities are late spring and early fall. All case study organizations offered programming ranging from half or full day to several week long learning opportunities to help attract a variety of participants. All case study organizations also offered both on-site (or on campus) and off-site (or off campus) programming. On-site programming generally consisted of facility rental, lecture series, and classroom-type courses. Examples of off-site programming include: family forays to study marine coastal environments hosted by the Siskiyou Field Institute, backcountry trail maintenance training offered by Outdoor Stewardship Institute (OSI), and professional online wilderness management courses offered by Arthur Carhart National Wilderness Training Center.

⁸ The Oregon Forest Resources Institute's website revealed 18 field programs for K-12 graders in the state of Oregon alone. http://learnforests.org/resource_list/complete-list-of-resources.

⁹ Although CPW was able to locate numerous outdoor school programs through the case study analysis, the potential user group analysis conducted later revealed there is still a potential demand for a week-long outdoor school for K-12 grade students in Central Oregon. CPW identified a statewide initiative (with legislation tied to it) to ensure Oregon 5th and 6th graders attend an outdoor school. According to two potential users so far and a report completed by Oregon Community Foundation, there may be a very real and significant opportunity for a K-12 outdoor learning center at Fish Lake.

The most common participant group for all case study organizations was older (45-75 years of age), college educated adults. Attracting a younger demographic to participate in programs and have repeat attendance from this participant group was a common challenge encountered by all facilities and organizations. Older individuals tend to volunteer or participate in field-based educational opportunities on a regular basis or repeatedly; while younger generations tend to participate once or twice. Additionally, younger generations tend to enjoy multi-day excursions and trainings, while older individuals and families tend to participate in half-day or day sessions. The number of participants or group size per program varied widely

Programming Highlight: The Murie Center

Much of The Murie Center’s success can be attributed to their strategic programming model. The organization offers both courses and personal enrichment experiences that tie directly to the site’s legacy in wilderness conservation and appeal to a variety of participant demographics. For example, The Murie Center offers a “Rising Land Ethic Leaders” certificate program that attracts young professionals from across the country interested in career development. The Murie Center also offers photography workshops, lecture series and adventure excursions targeted towards its members, the local community, and donors. These programs are often geared more towards enjoyment, enrichment, and engagement rather than career advancement.

To ensure their offerings are not only attractive to participants but also meeting their needs, The Murie Center partners with external organizations, such as the nationally renowned Leopold Foundation and local Teton Science School, for program development. These external organizations provide the capacity and enthusiasm to create high-quality learning opportunities. The Murie Center staff is consulted to ensure programming adheres to their mission and goals then receives their final approval. The Murie Center strives to keep participant group size for each program offering low (roughly between 5 and 25 depending on program) to ensure each participant has a more intimate and memorable experience with the natural world and subject material.

depending upon the type of facility and curriculum being offered; however, two organization representatives CPW spoke with highlighted that participant group size can be a key factor that enhances or diminishes a participant’s experience. The case study organizations that called this to attention generally keep program group sizes between five and 25, or a low ratio of participants to instructors.

Most field-based institutes offered a Certificate of Completion or Naturalist Certificate for one or more of its programs. These case study organizations found certificate or badge programs can be a significant incentive for younger generations (middle school through college age students and young professionals) to participate in field-based educational programs. If college credits were to be acquired through program participation, partnership with a nearby university was beneficial. The programs that offered a Certificate of Completion or

Naturalist Certificate without partnering with an accredited university did not assess skills proficiency of the participant. A Certificate of Completion was awarded to the participant at the end of the course and it was then left to their affiliated organization or government agency to determine proficiency. OSI has begun a badge program for teenagers and kids under the age of 18. Young participants can earn badges by participating in programs or using online tools. After meeting certain criteria, an embroidered badge is received and the participant can also keep track of badges through an app.

Programming Lessons Learned

- The Pacific Northwest is saturated with ecology and natural history field programs for K-12 students.
- Peak usage for field-based programs is late spring and then in early Fall.
- Annual usage gaps can be filled with strategic programming for different user groups. Older participants (45-75 years of age) tend to provide a steady volunteer base and repeat participation throughout the year primarily with person enrichment experiences. Younger generations (18 – 45 years of age) tend to participate one or two times a year for well-structured programming which offers professional or academic advancement.
- Offering certificate programs, college credit, or other professional development can be a huge incentive for younger participants (both K-12 students and the 18 – 45 age bracket).
- Participant group size can greatly enhance or diminish program experience. Lower participant to instructor ratios are desirable.

Facilities and Services

Six of the nine case study organizations researched for this study operated a campus with multiple buildings. The additional three – Region 5 Pack Stock Centers of Excellence (COE), Outdoor Stewardship Institute (OSI), and Wild Rockies Field Institute – use existing facilities owned and operated by partnering entities on nearby public lands to facilitate their programming. COE and OSI generally facilitate programs associated with pack stock and trail maintenance training, respectively, where there is a need for service work. For example, OSI may facilitate a trail maintenance training at a nearby state park that is undergoing restoration work and needs hiking trails rerouted. COE instructors facilitate stock training in one of 18 national forests in California on a rotating basis depending on asset management needs. Since these organizations do not have a facility to maintain, their primary focus is directed towards offering quality programming.

Of the six case study organizations with campuses, five operated on federal public land (either a national forest or national park) under a special use permit and one operated on a university campus. All organizations that operate on public land had some degree of public access. The most common forms of public access at the organizations' facilities included: hiking and interpretive trails, scheduled tours, and facility rental during specified dates. Siskiyou Field Institute was the only case study organization that allowed use of facilities outside of the Institute's mission or programmatic focus, including rental of the facilities for weddings, family reunions and retreats.

The majority of case study organizations with a campus offer lodging options for participants and guests. Siskiyou Field Institute had the most diverse lodging types out of the case study organizations including: tent campsites, yurts, shared dorm rooms and private rooms. These lodging options were available for the general public to rent, regardless of whether or not they were participating in a program. HJ Andrews Experimental Forest and the Yellowstone Association Institute (YAI)

Facilities and Services Highlight: The Yellowstone Association Institute (YAI)

Lodging options include nearby park amenities (such as campsites and concessioner hotels), Lamar Buffalo Ranch, and Yellowstone Overlook. The Ranch offers several one-room log cabins, a shared bathhouse and common building with an equipped kitchen. The Yellowstone Overlook consists of several large houses that can accommodate up to 12 people equipped with all modern conveniences (bathrooms, kitchens, and internet). To stay at the Ranch or Yellowstone Overlook, guests must be participating in YAI's programs. Guests receive discounts off programming and affordable lodging while staying in the park (\$35 per person per night). The Yellowstone Overlook property has a host on-site 24 hours a day to make contact with visitors and assist with emergencies.

While most of the programming for YAI occurs in the field, they maintain and operate numerous buildings within the national park, including: indoor classrooms, research library, and park store (which is a principal funding source for the organization).

offered lodging, but only to those participating in their programs. Overnight programs which catered specifically to younger demographics most often used backcountry tent camping for lodging; while overnight programs for older participants had indoor sleeping accommodations available, most often in the form of shared cabins. Roughly half of the indoor sleeping accommodations had provided linens and cleaning service. One case study organization, which only offered selected rental options for conferences and no participant lodging on-site, made special mention that viewing a field-based educational and interpretive center as a rental venue can often threaten to impair the overall association to place for program participants and

the overall mission of the organization. Several organizations noted having an efficient, user-friendly, and functional reservation system is key for facility rental.

While most facilities offer a kitchen or food preparation area, only YAI offer catered meals. These meals are available through a concessionaire partnership for only selected programs. No facility offered cafeteria style dining with provided meals. The Murie Center does not provide any food preparation space. Participants are expected to "pack-in and pack-out" their meals; however, The Murie Center is in close proximity to other park amenities offering food and concessions.

Facilities and Services Lessons Learned:

- The responsibilities of facility management *and* programming can be a difficult balance for organizations. The operation, upkeep and maintenance of facilities and lodging can threaten to deter an organization's focus from high-quality programming.
- Some form of indoor accommodations is desirable for older participants if overnight programming is made available.
- Viewing facilities as a rental venue to non-program participants can have a detriment effect to the overall experience to actual program participants and the organization's mission.
- The majority of case study organizations with a campus have some form of food preparation space. No organizations had cafeteria-style dining with catered meals.

Management and Staffing

Management and staffing vary greatly among the case studies depending on size and programs offered. Even the two case study organizations managed solely by the USDA Forest Service – Region 5 Pack Stock Centers of Excellence (COE) and Ninemile Wildlands Training Center – vary in their operational approach. Management and strategic oversight for COE comes from a Region Wilderness Program Manager and regional board of directors that consists of eight participating forests. There are two master packer positions and four seasonal interns who all travel between forests and different trainings throughout the year. Additional subject matter expert instructors are occasionally brought in as contractors for training. Ninemile Wildlands Training Center is largely managed and operated by a single USDA Forest Service staff person with support from nearby forests. Contracted instructors are brought in as subject matter experts for trainings when needed.

The Arthur Carhart National Wilderness Training Center is the only case study organization managed and operated between federal interagency agreements. This management structure developed out of the center's congressional mandate and continues to be one of most demanding and challenging aspects of operating the center. The HJ Andrews Experimental Forest receives oversight from a rare (and not likely repeatable) collaborative partnership between USDA Forest Service's Pacific Northwest Research Station, Oregon State University, and the Willamette National Forest. Managerial responsibilities are split between the partnering agencies. HJ Andrews has five on-site staff that oversee administration, programming, custodial, and reservations.

The remaining five case study organizations not yet mentioned within this management and staffing section are all 501(c)3 organizations. Each has an Executive Director and board of directors that provide managerial oversight. Two organizations also have at least one additional leadership team or executive committee. Yellowstone Association Institute (YAI) is by far the largest of the case study organizations, both in terms of program depth and staffing. YAI is overseen by a board of directors (comprised of 14 individuals from various states), eight hired full-time directors, nearly 100 staff members, four full-time instructors, additional contracted instructors, and 90 volunteers (including site hosts). While the size of the staffing at YAI is unlikely to be replicated at the Fish Lake historic site, it helps demonstrate even the largest and most successful field-based institutes rely on a variety of approaches (and often creative solutions) to staffing requirements, including full and part-time staff, volunteers, and advisory committees.

Siskiyou Field Institute was the only case study organization that had primarily part-time employees. It employs eight part-time staff throughout the year and one seasonal employee during the summer months. Regardless of size or staffing levels, personnel at all of the case study organizations were expected to take on multiple and often changing roles at his or her institute depending on needs. This was seen as both an asset and a challenge to organizations and facilities.

Of more successful case study organizations CPW researched, several operated within a larger umbrella organizations. Having an umbrella, or parent, organization helped to ensure resources and staffing were more readily available, and strategic planning and management occurred. For example, Outdoor Stewardship Institute (OSI) is operated under the oversight and staffing of its umbrella organization Volunteers of Colorado (VOC). VOC provides a staff of 13 full-time employees to carry out programming, marketing, and administrative functions. Instructors for OSI are hired through contract or brought on as volunteers. One case study organization, which does not currently have a parent organization, informed CPW part of their organization's strategic plan focuses on partnering with a parent organization in the near future for programmatic oversight and management.

Management and Staffing Highlight: The Murie Center

The Murie Center operates as a 501(c)3 organization within Grand Teton National Park. It employs a staff of six that work on-site, taking on administrative, outreach and marketing, and strategic planning responsibilities. Programming at The Murie Center is largely developed by partner organizations. The Murie Center helps orchestrate program development and ensures events and course offerings adhere to the Center's overall mission. The Murie Center also employs a caretaker to help maintain the historic site and acquires a volunteer docent to interact with site visitors and program participants. According to The Murie Center's coordinator, this volunteer docent has become a huge asset for the staff. The docent serves as a host and interpreter for the site.

This case study organization research indicates enlisting the help of partners for program development or support and use external contracted instructors for program facilitation is relatively common. Wild Rockies Field Institute, for example, employs three full-time staff members for organizational and administrative functions and contracts with 12 to 15 field-instructors annually for program facilitation. Programming at The Murie Center is often developed by external partner organizations, then The Murie Center Staff review the curriculum to ensure it is in keeping with their overall mission. All case study organizations agreed that personality is equally important to subject matter expertise when employing program facilitators or instructors. Having a

charismatic and engaging instructor, who embodies the spirit of the organization, makes for memorable and positive experiences for participants.

Several case study organizations mentioned having a site host, caretaker, facility manager, docent, or combination of these positions *on-site* was a significant asset to their operations. Often, volunteers were placed in these roles. Having a site host or docent ensures participants have direction or assistance when needed and those experiences at the field institute are memorable. Having a separate site caretaker ensures the site is maintained and the overall association to place is preserved.

Management and Staffing Lessons Learned:

- Having full-time staff employed throughout most of the year seemed to be a significant asset for the more successful case study organizations.
- All non-profit case study organizations without a managing federal agency maintain an executive director position, advisory board or committee, and support staff.

- From the information available through this research, Wild Rockies Field Institute was managed by the least amount of staff – an Executive Director, Marketing and Outreach Coordinator, and Administrative Assistant. These staff members were permanent and employed throughout the year.
- Most case study organizations (1) employ one or more site hosts, docents, and facility caretakers and (2) utilized partnerships with external organizations or subject matter experts for program development.
- Staffing for field-based institutes most often consists of a variety of employee tenures: full and part-time, seasonal, contracted, and volunteers.
- Having employees “stretched too thin” between competing responsibilities was a common challenge with case study organizations.
- Operating a field institute under the management of an umbrella, or parent, organization can be beneficial for administrative and marketing oversight, as well as staffing support.
- Most case study organizations contract with external content area experts for program instruction and facilitation.

Partnerships

Partnerships for field-based institutes are crucial to their success and longevity. All case study organizations selected for this study partner with nearby federal agencies and public lands. Four of the nine organizations receive some sort of management or oversight assistance from one or more federal agencies; however, this form of partnership was seen as a challenge due to coordination and budget hurdles.

Partnership Highlight: Arthur Carhart Wilderness Training Center

The Arthur Carhart Wilderness Training Center partners with the Eppley Institute for Parks and Public Lands for educational programming development and nearby universities for marketing, outreach, and resource sharing. This allows Arthur Carhart to tap into an organization that is experienced and dedicated to creating quality programming in line with the organization’s mission. The management and administrative staff at Arthur Carhart then ensures course offerings meet the needs of participants, orchestrates program implementation and instructor line up. Resource sharing, such as building use, can be a significant benefit for organizations by limiting up front capital improvements or development.

Partnerships between non-profit organizations and federal agencies in the remaining five case study organizations were generally a lease-lessor or permittee-permititor type of relationship. Federal agencies’ staff occasionally participated as guest lecturers, but for the most part were only involved with large development undertakings of the physical location. Although these organizations undoubtedly benefit from their association with well-known parks and public lands, management and programming responsibilities were generally left to the organization. Outdoor Stewardship Institute was the only independent non-profit organization that worked directly with partnering federal agencies and land managers to develop most of its programming.

Multiple case study organizations formed successful partnerships with nearby universities and colleges. These partnerships typically provide an open door to younger demographic markets. Additionally,

Partnership Highlight: Region 5 Pack Stock Centers of Excellence (COE)

While the management of COE is an internal partnership of national forests in California, much of its success is also attributed to numerous external partnerships throughout the state. Programming of COE launched in 2013. The external partnerships have been instrumental since its initial planning. Today, these partnerships provide resource sharing, such as on-the-ground support during trainings and program development knowledge. Partners include youth corps, California Conservation Corps, Pacific Crest Trail Association, Student Conservation Association, American Conservation Experiences, backcountry horsemen groups, Trinity County Historical Society, and the National Park Service. Most programming is currently geared towards training USDA Forest Service employees; however, COE plans to incorporate training and participation opportunities for all their partners in the future.

university or college partnerships may help developing academic credit offerings, aid with recruiting and marketing, provide academic advising for participants, and offer resource sharing (office or classroom space, website development, and a pool of qualified staff and instructors). Other notable partnerships uncovered during this research include those with nearby concessioners and other seasoned non-profits or foundations with experience in outdoor education. Partnerships with nearby concessioners, such as the partnership between Yellowstone Association Institute and Xanterra Parks and Resorts, provide supplemental lodging, meals, and recreational amenities. All case study organizations utilize the subject matter expertise of their partners for program and curriculum development. This expertise may come from an advisory board of partners or a direct agreed-upon working relationship with one or more partner organizations.

Partnerships Key Lessons Learned:

- Partnerships are a crucial component to any field-based institute from conception to long-term programming. Partnerships can be used for advocacy, marketing, resource sharing, and subject matter expertise.
- Most non-profits that partnered with federal agencies had a lease-lessor or permittee-permititor type of relationship. Federal agencies most often do not contribute to the operations, management, or program development of non-profit field-based institutes.
- Many case study organizations partnered with well-known foundations, or subject matter experts in environmental education, for program and curriculum development.
- Key partnerships include nearby universities and colleges, concessionaires, and organizations with a similar mission or strong presence in the community.

Funding

This research confirms funding is the top challenge for any field institute. Of the case study organizations selected for this study, four were either partially or fully subsidized by federal agencies. Although this makes up a significant portion of the representative sample, funding by federal agencies is fairly uncommon for field-based institutes in the western United States. The four case study organizations

receiving subsidies by one or more federal agencies for operations and management were created either by congressional act or larger regional initiative. For example, the Region 5 Pack Stock Centers of Excellence, which are fully subsidized by the USDA Forest Service, were created to foster collaboration, resource sharing, and training among all 18 forests within the region. The intent of this program is to grow in such a way to become financially self-sustaining without substantial capital stemming from the regional office.

The remaining five case study organizations selected for this study were private 501(c)3 non-profit organizations. These organizations rely on a variety of funding programs for their organizations, but agree participation or user fees are key to achieve a self-sustaining model. All non-profit case study organizations rely on some level of private donations as continued support, however they could be considered self-sustaining through the use of additional funding mechanisms. Siskiyou Field Institute, as the exception, employs more fundraising than the other case study organizations. In the past, it has relied heavily on private donations and grant funding for initial start-up, land acquisition, and continued operational support. The matrix at the end of this chapter provides a summary of primary and secondary funding sources for each case study organization researched for this study.

The complexities of funding structures for non-profits generally parallel the complexity of their programming and operations. Participation or user fees tend to be used by non-profits to cover administrative and operational expenses. Fundraising from donors and philanthropic groups tend to focus on program development and implementation, as well as participant scholarships. The Yellowstone Association Institute (YAI) was the only case study organization that drew a substantial amount of their funding from the sale of retail and educational merchandise. Through a partnership with Yellowstone National Park, YAI is responsible for all retail books, maps, and other merchandise sales at park stores. YAI also maintains an online store with similar merchandise. While several facilities gain revenue from facility rental, generally these monies cover building upkeep (i.e. housekeeping and janitorial services) and maintenance. Siskiyou Field Institute is the only case study organization that rents its facilities for purposes outside of their mission for the purpose of revenue generation. These rentals include weddings, family reunions, and other personal retreats.

Funding Key Lessons Learned:

- Field-based institutes subsidized by federal agencies are fairly uncommon.
- Participation or user fees are key towards achieving a self-sustaining funding model.
- Generally speaking, participation or user fees tend to be used by non-profits to cover administrative and operational expenses. Fundraising from donors and philanthropic groups tend to focus on program development and implementation, as well as participant scholarships.
- It is extremely important have or recruit a strong budget and finances staff member familiar.

Marketing

Marketing materials, including a field institute's website, are often the first impression for a potential participant. It is important to keep marketing attractive, up-to-date, and user-friendly. All case study organizations use a variety of marketing strategies. The most common tactics used are website and social media presence, newsletter or annual report, conducting outreach at similar events in the region, and connecting to students through nearby universities and colleges.

Regardless of marketing strategy, all case study organizations agree word of mouth is the most effective way to market field-based institutes. However, positive response and recommendations from participants are largely dependent upon the overall experience users had at the facility or during a training. Staff subject knowledge and personality, program association or relevance with the surrounding historic site or natural area, opportunity for achievement awards or certificates, and smaller group sizes all are key factors in determining a positive experience at a field institute.

Marketing Highlight: Outdoor Stewardship Institute (OSI)

OSI employs a strategic, forward-thinking approach to marketing the organization and its programming. This approach combines online and print media, as well as direct outreach. Their website is continually updated, attractive, and easy to navigate. Social media, such as Facebook, has proven to be a very successful tool for disseminating course offerings and other information. OSI also uses Google analytics (which places ads on users' browsers with similar interests as their programming), public radio, and outdoor magazine advertising. OSI also recognizes the importance of participant experience for future word of mouth recommendations. They strive to ensure their staff and instructors are passionate about the subject matter and enthusiastic to share that knowledge with their users and members.

Marketing Highlight: The Murie Center

The Murie Center has discovered marketing strategies that take full advantage of their location in Grand Teton National Park and connection to nearby communities. Like many of the other case study organizations, The Murie Center maintains an attractive, easy to navigate website for its members, participants, visitors, and the public. They also partner with neighboring universities and colleges through select departments and attend or participate in events throughout the region that reflect their organization's mission. According to their Outreach Coordinator, perhaps the greatest marketing tool employed during the last several years has been a volunteer docent on site. This docent greets site visitors, provides interpretation, and becomes an unofficial "face" for the organization. Prior to the docent program, the organization felt they were missing an opportunity to tap into a potential market of visitors coming to the site. Brochures and wayside exhibits did not offer the same welcoming and informative spirit that the docent now provides.

Marketing Key Lessons Learned:

- Several case studies directly attributed their success or shortcomings to their marketing and outreach strategy or lack thereof respectively.
- Marketing should include both on-site and off-site strategies. On-site can be creating that memorable experience for participants and engaging with visiting

public through the use of a docent. Off-site marketing activities are wide ranging and include digital media, event participation, fostering community partnerships, and advertisements.

- It is much more difficult to engage with younger demographics (K-12 age brackets and college students) during the summer months. Tapping into this market during the school year can yield much better results.
- Word of mouth is the most effective way to market field-based institutes.

Conclusions

This chapter summarized key lessons learned by CPW in examining field-based education and skills training centers in the western United States. This research was in no means exhaustive, but does provide a general overview of precedents and potential models for the Friends of Fish Lake and their stakeholders to consider as they move forward in the strategic planning for the Fish Lake Historic Site. Although there are similar characteristics and strategies among all case study organizations, each has its own unique operational and management structure. This structure is largely determined by its location, nearby partnerships and amenities, user groups, and mission. Therefore, it is important for the Friends of Fish Lake to view these potential models as a spectrum of possibilities rather than transferable, or “cookie-cutter”, solutions in their entirety.

Tables 3-1 through 3-4 summarize key attributes and findings from each of the nine case study organizations.

Table 3-1: General and Programmatic Characteristics

Field-Based Program	Location	Target Audience	Seasonal vs. Year-Round Use	Course & Event Offerings				
				Program Focus	Types of Offerings	Duration	Fees Charged Per Person	Certification Offered
Arthur Carhart National Wilderness Training Center*	University of Montana, Missoula, MT	Wilderness Managers, federal service employees, K-12 educators, and continuing education students	Year-round	Wilderness and natural resource management skills (technical, professional, and ethics)	Classroom and online courses, webinars	1-5 day sessions	Free for government employees; up to \$894 for general public or college credit	College credit; Certification of completion
HJ Andrews Experimental Forest	Blue River, OR	K-12 students and teachers, researchers (both individuals and small groups), college students	Year-round (Spring/Fall: students and teachers; Summer: researchers; Winter: facility rental)	Long-term ecosystem management (forest and watersheds)	Facility and forest use to partnering agencies and organizations with similar focal areas; Facility rental for workshops and conferences; Tours	1 day rental - several month research arrangements	<i>N/A; Fees associated with facility rental and use</i>	<i>N/A; College programs are facilitated by OSU through their academic programming.</i>
Ninemile Wildlands Training Center	Lolo National Forest, MT	USDA Forest Service personnel; general public	Seasonal (April - July)	Pack stock use, Backcountry skills, and Historic building conservation	Field-based training courses	1 day session - week long sessions	\$35 - \$900 per course	<i>Information unavailable.</i>
Outdoor Stewardship Institute	Denver, CO (administration); statewide (programming)	Staff of nearby land agencies; general public	Seasonal (March - October; Thursday - Sunday)	Trail construction, ecosystem restoration, historic resource preservation	Field-based trainings and work days	Mostly 1 day sessions; some overnight sessions	\$100 per day per participant (Approx.)	Certification of Completion; Youth badge program

Field-Based Program	Location	Target Audience	Seasonal vs. Year-Round Use	Course & Event Offerings				
				Program Focus	Types of Offerings	Duration	Fees Charged Per Person	Certification Offered
Region 5 Pack Stock Centers of Excellence	USDA National Forests statewide, CA	USDA Forest Service personnel	Seasonal (Spring/Fall)	Improve stock resource coordination and use; Train next generation of packers and stock users	Field-based trainings on cross-cutting, stock use, and aiding fire incidents	<i>Information unavailable.</i>	<i>N/A; Subsidized program</i>	<i>Information unavailable.</i>
Siskiyou Field Institute (Deer Creek Center for Field Research and Education)	Selma, OR	General public and families	Year-round (March - November programming; Year-round facility rental)	Natural history and ecology	Youth camps, ropes course, personal enrichment nature courses, natural resource and ecology courses; On and off site ; Facility rental for weddings and family reunions	1/2 day - multi day sessions	\$20 - \$250 per participant	Naturalist Certification; college credit
The Murie Center	Grand Teton National Park, WY	Urban youth; general public; researchers; professional land managers; K-12 teachers; and students	Year-round (Spring - Fall programming; Year-round trail use)	Wilderness and wildlife conservation	Photography workshops; "Rising Land Ethic Leaders" program; lectures; expeditions; education workshops; Writer and biologists in residence program; Public scheduled tours	1/2 day - 10 day sessions	Free - \$7850 per participant	Certificate of completion

Field-Based Program	Location	Target Audience	Seasonal vs. Year-Round Use	Course & Event Offerings				
				Program Focus	Types of Offerings	Duration	Fees Charged Per Person	Certification Offered
Wild Rockies Field Institute	Missoula, MT (administration); various locations across North America (programming)	College students; general public	Seasonal (March - October)	Environmental studies, forestry, geography, Native American studies, resource conservation, and science	Field-based academic courses	Two - nine weeks	\$3700 - \$9800 per participant	College credit
Yellowstone Association Institute	Yellowstone National Park, MT	General public, urban youth, college students, families, and researchers	Year-round	Natural history and ecology; Wilderness and wildlife conservation; Cultural history and interpretation	Visitor interpretation; youth programs; tribal engagement; workshops and courses; Tours for public and groups	1 day - three weeks	\$130 - \$1000+	<i>Information unavailable.</i>

Table 3-2: Facilities and Amenities

Field-Based Program	Campus (Y/N)	Land ownership	Public Accessibility	Accommodations			
				Overnight Lodging	Fee Charged for Lodging	Food Preparation Facilities	Other Services
Arthur Carhart National Wilderness Training Center	Y	University of Montana	Public can participate in programming.	N/A	N/A	N/A	N/A
HJ Andrews Experimental Forest	Y	USDA Forest Service	Public can attend selected events, use recreation trails, and rent facilities.	Dorm-style apartments able to accommodate up to 80 people. Campsites.	Double occupancy room \$25 (Single \$50); Additional Conference attendant \$15 per person; Camp sites \$5;	Fully-equipped kitchen (\$35 per day) and dining hall (\$165) rental; No catered meals	Classroom, lab space, and linens available for rental
Ninemile Wildlands Training Center	Y	USDA Forest Service	Public can visit site and participate in course	<i>Information unavailable.</i>	<i>Information unavailable.</i>	<i>Information unavailable.</i>	<i>Information unavailable.</i>
Outdoor Stewardship Institute	N	N/A	N/A	N/A	N/A	N/A	N/A
Region 5 Pack Stock Centers of Excellence	N	N/A	N/A	N/A	N/A	N/A	N/A
Siskiyou Field Institute (Deer Creek Center for Field Research and Education)	Y	Western Rivers Conservancy (Lease)	All public access. (Public can visit site, participate in courses, or rent facilities.)	Single and multiple person occupancy rooms, yurts, and camping	Rooms \$70 (per room); Yurts \$17 (per person); Camping \$12(per person)	Fully-equipped kitchen; No catered meals	Classroom, pavilion, cleaning service

Field-Based Program	Campus (Y/N)	Land ownership	Public Accessibility	Accommodations			
				Overnight Lodging	Fee Charged for Lodging	Food Preparation Facilities	Other Services
The Murie Center	Y	National Park Service	Selected public access. Public can participate in courses and visit site. Limited facility rental.	Program participants only. Several cabins.	<i>Information unavailable.</i>	None. Pack in, pack out.	Program participants can take advantage of nearby park facilities.
Wild Rockies Field Institute	N	N/A	N/A	N/A	N/A	N/A	N/A
Yellowstone Association Institute	Y	National Park Service	Selected public access. Public can participate in courses and visit site. Limited facility rental.	Program participants only. Primitive and modern cabins.	\$150 - 400 per night	Fully-equipped kitchens; No catered meals	Linens, classrooms, museum, archives, visitors center

Table 3-3: Operational Characteristics

Field-Based Program	Management Structure	Staffing	Instructors	Partnerships	
				Partnering Organizations	Roles & Responsibilities
Arthur Carhart National Wilderness Training Center	Collaborative with 4 Federal Agencies (USDA Forest Service, National Park Service, Bureau of Land Management, and US Fish and Wildlife)	Director (1), Agency Representatives (4), Education & Outreach (1), Administrative (3)	External subject matter experts from partnering federal agencies	University of Montana Eppley Institute for Parks and Public Land (University of Indiana) Wilderness Management Distance Education Program (WMDEP)	Building facilities, college credits Online program development, college credits Academic Accreditation
HJ Andrews Experimental Forest	Collaborative between USDA Forest Service and Oregon State University (OSU)	5 staff members with multiple and flexible roles	N/A	USDA Forest Service Pacific Northwest Research Station, Science and Math Investigative Learning Experiences (SMILE), National Science Foundation	Programming, education curriculum and research assistance
Ninemile Wildlands Training Center	<i>Information unavailable.</i>	<i>Information unavailable.</i>	<i>Information unavailable.</i>	<i>Information unavailable.</i>	<i>Information unavailable.</i>
Outdoor Stewardship Institute	Under parent non-profit organization (Volunteers of Colorado) and Board of Directors (14 members)	13 staff members which also oversee parent organization	Internal staff members and external subject matter experts	Nearby public land agencies (non-profit & government)	Collaboration to development curriculum
Region 5 Pack Stock Centers of Excellence	Collaborative between 18 National Forests	Regional Wilderness Manager (1); Steering Committee (8+); Seasonal Interns (4); Instructors (2)	Internal USDA Forest Service Master Packer (2) with some input from partner organizations	Youth Corps, California Conservation Corps, Pacific Crest Trail Association, Student Conservation Association; American Conservation Experience, Backcountry horsemen	Participants and contributors

Field-Based Program	Management Structure	Staffing	Instructors	Partnerships	
				Partnering Organizations	Roles & Responsibilities
				Local historical societies National Park Service	Provided letters of support Facilities, land use
Siskiyou Field Institute (Deer Creek Center for Field Research and Education)	Collaborative between two non-profits and Southern Oregon University	8 staff members (most part-time); one seasonal employee	Internal staff members and external subject matter experts	Western Rivers Conservancy Oregon Caves National Monument, Klamath Bird Observatory, and Leave No Trace Center for Outdoor Ethics	Land purchaser Curriculum development
The Murie Center	Non-profit organization and Board of Directors	6 staff members; Cabin Host; Ranch Manager; Volunteer Docent;	External subject matter experts	The Leopold Foundation; Teton Science School; and Artic Treks National Park Service	Program development and program implementation assistance Land improvements and maintenance; some lecture speakers
Wild Rockies Field Institute	Non-profit organization and Board of Directors	Executive Director; Outreach Manager; Administrative Assistant	External subject matter experts (12-15 Contracted annually)	Nearby colleges and universities	Establish credit offerings, recruitment, marketing, and academic advising
Yellowstone Association Institute	Non-profit organization, Board of Directors	Large organization with 100s of employees and volunteers; Leadership Team (6); Resident Instructors (4); Cabin hosts (2-4)	Internal staff members	Nearby federal agencies Concessionaires Yellowstone Park Foundation; Association of Partners for Public Lands	Land improvements and maintenance; subject matter experts Additional lodging Program development and operational support

Table 3-4: Funding and Marketing

Field-Based Program	Marketing Strategies	Funding Model	Secondary Funding
Arthur Carhart National Wilderness Training Center	<i>Information unavailable.</i>	Subsidized by federal agencies	Participant fees
HJ Andrews Experimental Forest	Promotion through OSU and USDA Forest Service; Word of mouth; Website and social media	Subsidized by partner agencies; Facility rental fees	Grant funding
Ninemile Wildlands Training Center	<i>Information unavailable.</i>	<i>Information unavailable.</i>	<i>Information unavailable.</i>
Outdoor Stewardship Institute	Website and social media; Google analytics; Public radio; Outdoor magazines; Word of mouth	Self-sustaining non-profit; participant fees	Grant funding; Donations and Endowments
Region 5 Pack Stock Centers of Excellence	Agency initiative, word of mouth	Subsidized by federal agency	None
Siskiyou Field Institute (Deer Creek Center for Field Research and Education)	Promotion through partners; website; word of mouth; print media	Fundraising non-profit; Private endowment and grant funding	Site rental; Participant fees
The Murie Center	Presence and affiliation with Grand Teton National Park; website and social media; newsletter; nearby universities and colleges; community engagement; presence and attendance at like events in the region	Self-sustaining non-profit; Private donations and endowments; participant fees	In-kind contributions from partners
Wild Rockies Field Institute	Promotion through partners; website and social media; word of mouth	Self-sustaining non-profit; tuition	<i>Information unavailable.</i>
Yellowstone Association Institute	Presence and affiliation with Yellowstone National Park; website and social media; newsletter and annual report; nearby universities and colleges	Self-sustaining non-profit; Retail sales of educational materials and publications; Tuition	Donations; In-kind contributions from partners and volunteers; Endowments

Source: Fish Lake Market Analysis, CPW, September 2014.

CHAPTER 4: ANALYSIS OF POTENTIAL USER GROUPS

This chapter presents Community Planning Workshop's analysis of potential user groups for the conceived education and skills training center at the Fish Lake Historic Site. Findings from this analysis informed study recommendations and provided key information for the following six questions:

1. Is there demand for the conceived programming and future use of the Fish Lake Historic Site among the key groups that are targeted for the center's programming?
2. What are the expected types of users and duration of use?
3. Which individuals are most likely to participate in programming at the site?
4. What facilities or improvements do potential user groups prefer?
5. How much are potential user groups willing to pay for use of the Fish Lake site or to attend programming at the site?
6. Who are potential partners for the proposed education and skill training center?

Identification of Potential User Groups

The information presented in this chapter provides insights and feedback from a sample of potential user groups throughout the State of Oregon. The research conducted on potential users is not exhaustive. It is intended to provide a preliminary market, or demand, assessment (e.g., expressed interest by targeted user groups in using center programs or facilities) based on presently conceived programming and facilities at Fish Lake.

Friends of Fish Lake, USDA Forest Service McKenzie River Ranger District, and CPW identified 45 potential user groups. The groups selected were believed to have an interest in the conceived programming at Fish Lake through either a participatory or partnership role. Potential user groups included regional non-profit organizations, academic institutions, and government agencies.

In October of 2014, CPW interviewed or surveyed approximately 17 of the 45 potential user groups (38%) identified for this study, including:

Non-profit Organizations

- Adventures in Preservation
- McKenzie Watershed Council*
- Northwest Youth Corps*
- Oregon Backcountry Horsemen (OBCH)*
- Oregon Equestrian Trails*
- Oregon Wild
- Pacific Crest Trail Association*

Academic Institutions

- Clatsop Community College
- Springfield Public Schools*
- Lane Community College*
- University of Oregon’s Environmental Studies Program
- University of Oregon’s Historic Preservation Program
- University of Oregon’s Outdoor Pursuits Program

Government Agencies

- Crater Lake National Park, Trails Crew
- John Day National Monument
- Lewis & Clark National Historic Site
- Oregon Parks & Recreation, Oregon Heritage Commission
- Oregon Historic Trails Advisory Council*

*Seven of the seventeen potential user groups interviewed or surveyed were existing stakeholders for the conceived programming at the Fish Lake site prior to this study.

CPW conducted a total of 16 interviews with representatives from 15 potential user groups and a survey of 28 individuals associated with backcountry pack stock or horsemanship use (including representatives from at least two of the identified user groups). Individuals representing the backcountry pack stock and horsemanship contingent were surveyed (rather than being interviewed) using a web-based platform at the request of Friends of Fish Lake.

Appendix C presents a complete list of potential user groups identified and contacted during this study.

Key Lessons Learned

This section summarizes key lessons learned from the interviews and survey of potential user groups. The following findings are organized by the relevant market analysis questions presented at the beginning of this chapter. Specific findings for each of the four conceived program areas: (1) wilderness management, ethics, and trail maintenance, (2) natural history and ecology, and (3) cultural history and heritage preservation, and (4) backcountry pack stock and equestrian can be seen in Appendix A.

1. Is there demand for the conceived programming and future use of the Fish Lake site?

CPW’s research suggests there is *potential* demand for conceived programming and future use of the historic Fish Lake site. It is important to note many respondents found it difficult to definitively say “yes” or “no” in regards to their interest or state what their potential partnership capacity could be without knowing more about the future operational, development, and management structure of the conceived center at Fish Lake. However, overall, the potential user groups CPW interviewed or surveyed were supportive and interested in

seeing the conceived programming at the historic Fish Lake site come to fruition.

All 17 potential user groups CPW contacted for the study use off-site locations for education and training purposes at least once per year. **Fifteen of the 17 organizations stated they would be “potentially interested” (44%) or “interested” (44%) in using the Fish Lake site or attending conceived programming in the future.** These same 15 user groups also stated they would be “potentially interested” or “interested” in partnering with Friends of Fish Lake to assist with the planning or implementation of the conceived programming. Only one potential user group we contacted, the University of Oregon’s Outdoor Program, said their needs for field-based learning opportunities or locations to facilitate such programming were already being met.

Table 4-1 presents responses gathered from potential user groups when asked if their organization or members would be interested in using the Fish Lake site or attending programming facilitated by the conceived education and skills training center at Fish Lake.

Table 4-1: Interest in Using the Fish Lake Site or Attending Programming

	Yes	No	Potentially
Organizations			
Adventures in Preservation			X
McKenzie Watershed Council			X
Northwest Youth Corps	X		
Oregon Backcountry Horsemen (OBCH)	X		
Oregon Equestrian Trails	X		
Oregon Wild			X
Pacific Crest Trail Association	X		
Educational Institutions			
Clatsop Community College			X
Lane Community College			X
Springfield Public Schools	X		
University of Oregon, Environmental Studies program	X		
University of Oregon, Historic Preservation Program			X
University of Oregon, Outdoor Pursuits Program		X	
Government Agencies			
Crater Lake National Park, Trails Crew	X		
John Day Fossil Beds National Monument			X
Lewis and Clark National Historic Site			X
Oregon Parks and Recreation, Oregon Heritage		X	
Oregon Historic Trails Advisory Council	X		
Total	8	2	8
Percentage of Total	44%	11%	44%

Source: Fish Lake Market Analysis, CPW, September 2014.

Generally speaking, potential user groups agreed there is a real need for a hands-on education and skills training center within the region. Below are a few examples of potential demand CPW learned of during the market analysis interviews and surveys:

- **Hands-on skills training for federal government employees.** According to representatives CPW interviewed from Crater Lake National Park and Lewis and Clark National Historic Site, there is demand within federal government units in Oregon for a hands-on skills training facility. While the federal government provides ample trainings in resource management principles and on the job safety, there are few opportunities in the region for labor related skills training. The most significant need for hands-on training included historic preservation, trail maintenance and backcountry masonry work, and cross-cut and chain saw use.
- **K-12 outdoor school programs.** The University of Oregon’s Environmental Studies program reported during this study there is a significant and unmet demand for a K-12 outdoor school program within the Eugene area. The Environmental Studies program is currently exploring development scenarios for a weeklong outdoor school for K-12 groups. The McKenzie watershed has been identified as a potential location for the initiative, however a specific site and sufficient partnerships have not yet been secured.
- **Field-based natural history and ecology programs for the general public in partnership with local non-profit advocacy groups.** Several natural resource conservation or advocacy groups CPW interviewed to, such as Oregon Wild, felt there is a present need to expand field education programming within the state; however, this type of programming and expansion often goes beyond their organizational mission. Having an external partner initiate such programing is desirable.

The examples above present snapshots of possible uses for the Fish Lake Historic Site. By speaking with potential user groups, CPW identified “potentially interested” or “interested” user groups for all four program areas envisioned for the site.

According to respondents, the most significant assets for the site or conceived programming include (1) proximity to nearby metropolitan areas (or reasonable driving distance), (2) accessibility from a state highway, (3) hands-on education and skills training opportunities that tie directly to the site’s surroundings and legacy, (4) affordable on-site sleeping accommodations, and (5) growing coalition of interested partners. Additionally, the majority of respondents were attracted to or expressed an interest in the opportunity to have cross-discipline trainings or courses between the conceived program areas.

Most potential user groups CPW interviewed or surveyed agree the Fish Lake Historic Site provides a prime location to learn about the natural and cultural history of the McKenzie River watershed. According to the University of Oregon’s Environmental Studies program, which currently uses the site as a starting point for field trips to the area, the site provides students a holistic introduction to the unique geology, nearby flora and fauna, watershed ecosystems, and cultural history of the area.

Aside from initial potential user group interest, the conceived programming at Fish Lake has gained the potential interest of the McKenzie River Ranger District, who currently manages the site. Although the conceived programming has not been officially approved or authorized by the USDA Forest Service, the McKenzie River Ranger District and its affiliates are supportive of the Friends of Fish Lake's strategic planning process and exploring compatible and creative reuse alternatives for the historic site. Compatible aspects of the conceived center that include: (1) education and programming that tie directly to the natural and cultural history of the site and include youth learning opportunities, and (2) limited site development or improvements that are sensitive to the historic resources found within the site.

2. What are the expected types and duration of use?

During potential user group interviews and surveys, respondents were provided with a short descriptive paragraph about the Fish Lake site and conceived programming then asked a series of questions regarding their preferred use of the site. The description included the location, focus, and existing and possible amenities for the conceived center.

Findings suggest "potentially interested" or "interested" user groups, or organizations, are more likely to rent the facilities on site for their own programming (73%) than to attend programming facilitated by a subject matter expert or hired staff person at the site (60%). Likewise, these user groups are more likely to use the site in an overnight capacity (87%) rather than a day-use capacity (53%).

The most common length, or duration, of program sessions preferred by potential user groups was two to five days. This finding was fairly consistent among all potential user groups regardless of interest area. Most respondents preferred programming clustered around the weekend (Friday through Monday).

Potential use of the site would likely be heaviest in late spring and early fall, and lightest during the winter months. This presents a potential scheduling conflict among user groups and challenges to maintain consistent use throughout the year, especially in winter. None of the respondents CPW interviewed or surveyed discussed winter use, presumably due to the location and seasonal weather. There may be an opportunity to make the site available primarily to user groups during the summer and the general public during the winter through the existing cabin rental program.

3. Which individuals are most likely to participate in programming at the Fish Lake site?

CPW's research suggests the conceived programming at the site could attract a wide variety of user demographics, including: federal and state government employees, K-12 and college students, members of non-profit organizations, entry-level and seasoned professionals, and the general public. The type of user is largely dependent upon the program area and operational structure of the conceived center.

Potential user groups also varied significantly in size from a few individuals to over one hundred; the most common group size was between 10 and 25 individuals. The largest group sizes were K-12 school groups, which could range from 60 to 100, and the Pacific Crest Trail Association, which facilitates trail maintenance workshops for 100+ volunteers.

With the exception of one non-profit organization, potential user groups interviewed or surveyed for this market analysis were located within the State of Oregon. While the Fish Lake site could potentially attract user groups from outside the state, the majority of respondents stated they would be willing to travel one to four hours to the site. This suggests the potential market, or catchment area, for conceived programming at the site in the foreseeable future would likely be within a 300-mile radius or less. According to respondents, school groups (both K-12 and college students) were generally willing to travel the least distance (between 30 minutes to 2 hours), while historic preservation and pack stock users groups were willing to travel the greatest distance (between 2 and 6 hours).

4. What facilities or improvements do potential users prefer?

To better understand future development or improvement needs for the Fish Lake site, CPW asked interview and survey respondents which facilities or amenities are *strongly preferred* or *necessary* when participating in a field-based learning experience. Several potential user groups (such as, the Northwest Youth Corps, Crater Lake National Park Trail Crew and Oregon Backcountry Horsemen) stated they would be willing to use the site as it is currently developed; however, the majority of respondents listed facilities or amenities that did not currently exist at the site.

Overall, potential user groups prefer a site that retains its historical character and association with the surrounding natural landscape, while also accommodating a minimal level of modern conveniences. The most common preferred facilities and amenities included indoor sleeping accommodations, food preparation space, indoor classroom with presentation capability, showers, tent camping pads, and an outdoor gathering space or picnic tables. User groups interested in labor-intensive trainings such as trail maintenance, especially, preferred indoor sleeping accommodations.

According to the McKenzie Ranger District, the site currently has a capacity to sleep 40 individuals. Large user groups such as K-12 school groups or the Pacific Crest Trail Association with 60-100 participants would not be able to use the site without further development.

5. How much are potential user groups willing to pay for use of the Fish Lake site or to attend programming at the site?

Revenue from the Fish Lake site could potentially be generated from renting the facilities, charging tuition (or participant fees) for conceived programming, or a combination of both. Without knowing more about future developments or improvement, respondents were unable to provide reasonable rental fees for the site's facilities. However, one potential user group stated they currently

rent a similar facility (comparable to the Fish Lake site as it is currently developed) for \$1,000 per weekend (or \$333 per day).

Interview and survey respondents found it much easier to provide a general range for reasonable participant fees, or program tuition. The average user fee potential participants were willing to pay is \$83 per day. Table 4-2 shows the high, low and average for potential daily participant fees per user group.

Table 4-2: Estimated Daily Fees per User Group Participant

	Low	High	Avg
Wilderness Management, Ethics, and Trail Maintenance	\$50	\$75	\$63
Natural History and Ecology	\$35	\$100	\$68
Backcountry Pack Stock and Horsemanship Use	\$20	\$100	\$60
Cultural History and Heritage Preservation	\$100	\$180	\$140
Average	\$51	\$114	\$83

Source: Fish Lake Market Analysis, CPW, September 2014.

These fees generally include both programming and lodging and are not mutually exclusive. Potential pack stock user groups have the lowest potential participant user fees, but present the greatest demand for site use and interdisciplinary trainings from other user groups. Potential historic preservation groups have the highest potential participant user fees, but can be challenging to obtain a sufficient population base or interest. Most respondents CPW interviewed or surveyed assumed they would be using the site in an overnight capacity. Low-cost, or affordable, overnight lodging accommodations are highly desirable.

6. Who are potential partners for the conceived education and skill-training center?

All 15 “potentially interested” or “interested” user groups were also “potentially interested” or “interested” in partnering with the Friends of Fish Lake or the future center to see the conceived programming come to fruition. However, without knowing more about future development, management and operational structures or what partnership needs are, it was difficult for representatives to say what their organization’s capacity could be. The following list presents the most common potential capacities, or partnership roles, we heard from respondents:

- Advising or assisting with curriculum development.
- Advising or participating in planning and development.
- Providing advocacy, cross-marketing, exposure, networking, and promotion assistance.
- Co-sponsoring on-site programs.
- Facilitating trainings and workshops on site.
- Assisting as a hired instructor or providing guest presentations.

Conclusions

One of the most important findings of CPW's research is that potential user groups may be more likely to rent the facilities at Fish Lake for their own programming rather than attend programming facilitated by the conceived center. This has significant implications for the structure of a field-based center — and suggests that the facilities are more important to many potential users than the programming. At a foundational level, this could significantly alter Friends of Fish Lake's vision for the site.

Despite the apparent interest in the site, CPW's analysis of potential user groups shows some interest in the conceived programming and facility use at Fish Lake exists. It is important for Friends of Fish Lake to understand that expressed interest does not always equate to actual demand and use. Many respondents CPW interviewed or surveyed were unable to definitively state whether or not they would use the site or attend programming without knowing more information regarding the future development, operational, and management structure.

Nonetheless, overall, potential user groups were interested and excited to learn of the conceived programming at Fish Lake and wished to stay informed of future planning endeavors. Additionally, a number of respondents CPW interviewed or surveyed commended the Friends of Fish Lake for undertaking the initial strategic planning steps and thought that that work in itself was an important component to creating a self-sustaining model.

Potential user groups were attracted to the opportunity for the site to become a hub of cross-disciplinary trainings and fostering partnerships between organizations and institutions interested in the same fields. Additionally, potential exists to tap into existing and growing education opportunities within the McKenzie River watershed.

In summary, this study suggests the conceived programming at Fish Lake could be a viable option for the site. The next chapter of this report will explore potential operational models and if the conceived programming can be financially feasible.

CHAPTER 5: PRELIMINARY FINANCIAL FEASIBILITY ASSESSMENT

This chapter presents Community Planning Workshop's (CPW) preliminary financial feasibility assessment of the conceived education and skills training center at the Fish Lake Historic Site. The research conducted for the assessment was intended to answer the following four questions:

- Can conceived programming at the Fish Lake site be self-sustaining?
- What are estimated costs and revenues per a Memorandum of Understanding (MOU) agreement, Organizational Camp permit, and Resort permit?
- What are appropriate staffing levels per each permit or agreement?
- Where are anticipated budget shortfalls per each permit or agreement?

Methods

Based on the conceived programming developed by the Friends of Fish Lake and their stakeholders, CPW conducted an *operational and maintenance* financial feasibility assessment for the site.¹⁰ This assessment estimates the level of revenue which could be generated by the facility and associated programming, operating costs, staffing levels, and level of outside funding if necessary. The assessment does not take into account capital improvement costs, initial start-up costs, or donations and grants.

Central to this assessment is the market analysis of comparable organizations and potential user groups presented in Chapters 3 and 4. The market analysis compared characteristics and preferences of potential user groups and demonstrated operational models, costs and revenues (or fees) from comparable facilities. CPW used this information combined with the conceived programming to make a reasoned estimate of use at the Fish Lake Historic Site.

Revenue generation within this feasibility assessment were based on estimated:

- Demand, or duration and type of use, generated from current baseline occupancy rates and use. Baseline use figures were adjusted to reflect the size and level of service for conceived programming.

¹⁰ We make this distinction in that an operational and maintenance does not include debt service for any capital improvements that might be necessary to support the programming. CPW did not include capital improvements in the analysis because it is difficult to anticipate the types of improvements that might be necessary at this time given the range of operational models described in this report.

- Facility use fees (or rental fees) based on fees charged by comparable facilities and existing facilities on site.
- Participant fees for conceived programming based on information gathered for this study from potential user groups.

Operating costs with this feasibility assessment were based on estimated:

- Maintenance and overhead costs generated from current baseline preservation related costs and utility fees for the site. Baseline costs were adjusted to reflect the size and components of the conceived programming.
- Labor costs (per position) based on comparable facilities and adjusted to reflect prevailing wages in the area.

Based on conceived programming, the USDA Forest Service McKenzie River Ranger District suggested four potential authorizations for the use of the site: (1) Memorandum of Understanding (MOU) Agreement, (2) Participatory Agreement, (3) Organizational Camp Permit, or (4) Resort Permit. For purposes of this study, CPW generated three preliminary financial models based on the level of service which would likely be appropriate, or acceptable, under an MOU, Organizational Camp Permit, and Resort Permit. These models are intended to be demonstrative of potential funding gaps, financial challenges, and positive revenue streams based on currently conceived programming.

Without knowing specific information as to the future development, operation and management of the site these models are based largely on estimates. As the operational and management structure for conceived programming is further developed through the strategic planning process, these models may be updated to reflect more accurate costs and revenues.

Summary of Demand

Demand for a facility can be analyzed by amount and types of users and what those users are willing to pay for services and amenities. Developing use and revenue generation estimates for the Fish Lake site under the three authorization models is complicated by two primary factors: (1) it is difficult to accurately equate interest in the facility with actual use; and (2) the future development, operation and management structure is unknown at this time. The conceived programming for the site, or the vision developed by the Friends of Fish Lake and their stakeholders, is ambiguous and not yet fully developed. The vision could be interpreted as *allowing* the preferred programming to occur at the site or actually *providing* the preferred programming through structured courses and training sessions. To encompass both potential programming directions, CPW developed use and revenue generations estimates based on if the facility was rented out or if the facility provided programming to individual participants.

Within this section, the term “*user groups*” refer to external organizations that have obtained permission to use the site or have rented the facilities for their own programming. User groups in this context do not include groups that informally

visit the site for day use purposes. (i.e. a traveling school group that stops at the site to view interpretive panels) “*Participants*” within this section refer to individuals attending programming (a facilitated training, course, or workshop) on site. “*Visitors*” refer to individuals or groups informally using the site for a short period of time that have not obtained special use privileges or rented the facilities.

Estimated Use

Potential use of the site was estimated using information gathered from the market analysis portion of this study and existing occupancy and visitation rates for the site. Through the market analysis, CPW found there is *potential* demand for the Fish Lake site.¹¹ The sample of target audiences expressed an interest in both renting the facilities and attending facilitated educational and skills training programming. However, the greatest potential demand was from external organizations interested in renting the facilities in an overnight capacity so they could facilitate their own programming or co-sponsor programming. Use estimates shown below are separated into “estimated annual use if facility was rented out” and “estimated annual participants.”.

Estimated Annual Use if Facility is Rented Out (or Occupancy Rates)

Table 5-1 and 5-2 show annual use, or occupancy rates, for the Organizational Camp Permit and Resort Permit if the facility was rented out. The annual use is based largely on hypothetical occupancy rates explained in further detail below each table. Estimated rental use under a Memorandum of Understanding Agreement has not been included here because occupancy of the site and revenue generation is not permitted under this type of agreement.

Table 5-1: Estimated Annual Use for Organizational Camp Permit if Facility is Rented Out

	Low		High		Average	
	Occupancy		Occupancy		Occupancy	
	Rate	Days	Rate	Days	Rate	Days
Site rental (Summer)	34%	67	71%	140	53%	104
Cabin rental (Winter)	60%	57	100%	96	80%	77
Total Annual Use (in days)		124		236		180

Source: Fish Lake Feasibility Assessment, CPW, November 2014.

The estimated low and high summer rental use for the Organizational Camp Permit was calculated based on existing and hypothetical occupancy rates. CPW assumed the summer season would begin April 16th and continue through October 31st (28 weeks or 196 days). A low occupancy rate of 34% (67 days) was calculated based on the site being occupied for four days of the 17 weeks during the summer season (60% of available weeks). A high occupancy rate of 71% (140 days) was calculated based on the site being occupied for five days every available week during the summer season.

¹¹ This distinction is important: expressed interest does not always translate into actual use. Because the programs do not yet exist, CPW uses expressed interest as a proxy for facility demand.

The estimated low and high winter rental use for the Organizational Camp Permit was based on existing occupancy rates of two rental cabins on site. The cabins are currently rented November 1st through April 15th and can be reserved Friday through Monday. (Other week days are available on a first-come, first-serve basis.) Of the nights *available for reservation* (96 days during the season), the cabins had an occupancy rate of 60% (or 57 days) during the 2013-2014 winter season. The high occupancy rate shown above is based on the cabins being rented Monday through Friday every week available during the winter season.

Table 5-2: Estimated Annual Use for Resort Permit if Facility is Rented Out

	Low		High		Average	
	Occupancy Rate	Days	Occupancy Rate	Days	Occupancy Rate	Days
Site & Cabin rental (Summer)	50%	98	90%	176	70%	137
Cabin rental (Winter)	50%	84	90%	151	70%	118
Total Annual Use (in days)		182		328		255

Source: Fish Lake Feasibility Assessment, CPW, November 2014.

For the Resort Permit, CPW used a hypothetical low occupancy rate of 50% and high occupancy rate of 90%. Because this type of permit is intended to be profitable, it was assumed reservations for the facilities would be available seven days a week during the winter season (or 168 days) and summer season (196 days).

Estimated Annual Participants

In order to estimate annual participants, CPW used occupancy rates generated in the previous section. Table 5-3 through 5-5 show estimated annual participants for each authorization model. CPW assumed the number of visiting public, approximately 2,000 to 3,000, will generally remain the same regardless of authorization model. However, because these visitors would most likely use the site in a limited day-use capacity and not contribute to the overall revenue for the site, these figures have not been included within the feasibility assessment.

Table 5-3: Estimated Annual Participants for Memorandum of Understanding (MOU) Agreement

	Low	High	Avg
Program participants (Summer)	60	90	75
Cabin users (Winter)	228	576	402
Total Annual Use (in participants)	288	666	477

Source: Fish Lake Feasibility Assessment, CPW, November 2014.

The estimated low summer participant rate for the MOU is based on 2014 pilot programs which occurred at the Fish Lake site. During the last summer season (2014), two user groups, with approximately 30 participants each, facilitated overnight programming at the site. The estimated high summer participant rate is based on a hypothetical 50% increase. This would equate to one additional user group with approximately 30 participants using the site during the summer months. This increase is relatively modest as compared to the current capacity of

the site – 40 individuals per week.¹² The modest increase was used based on CPW’s assumption the Friends of Fish Lake would continue to have a limited capacity (as they are currently structured) to assist user groups secure the site for programming. An MOU restricts revenue generation, therefore any increased capacity on behalf of Friends of Fish Lake or other organization would have to be externally funded.

The estimated winter cabin users was calculated based on existing occupancy rates and capacity of two rental cabins on site. The two cabins have the potential capacity to accommodate six people; however, only one cabin (with the capacity to sleep four) is available during the 2014-2015 winter season due to restoration and maintenance. The estimated low winter cabin users was calculated by multiplying the existing low occupancy rate (67 days; as seen in the estimated annual use section above for the Organizational Camp Permit) by existing capacity of four people. The estimated high winter cabin users was calculated based on the high occupancy rate (140 days) for maximum capacity of six people.

Table 5-4: Estimated Annual Participants for Organizational Camp Permit if Programming is Facilitated by Fish Lake

	Low	High	Avg
Program participants (Summer)	1,109	5,600	3,354
Cabin users (Winter)	228	576	402
Total Annual Use (in participants)	1,337	6,176	3,756

Source: Fish Lake Feasibility Assessment, CPW, November 2014.

The estimated low and high summer program participants for the Organizational Camp Permit was calculated based on projected occupancy rates (as seen in the previous section) and estimated participant groups sizes. Based on findings from the market analysis, participant group size for outdoor education and skills training typically ranges from eight to 25. However, the site currently has the capacity to accommodate up to 40 people. The estimated low summer program participants shown in Table 5-4 was calculated by multiplying the low summer occupancy rate (67 days) by the low group size (eight participants). The estimated high summer program participants was calculated by multiplying the high summer occupancy rate (140 days) by the current capacity rate (40 participants).

The estimated winter cabin users for the Organizational Camp Permit was generated using the same calculations and capacity rates as the MOU winter cabin users.

¹² Wellner, Kent. RLMH Staff Officer, USDA Forest Service, Willamette National Forest, McKenzie River Ranger Station. Email correspondence, Oct. 2014.

Table 5-5: Estimated Annual Participants for Resort Permit if Programming is Facilitated by Fish Lake

	Low	High	Avg
Program participants (Summer)	1,617	7,056	4,337
Cabin users (Summer)	392	1,058	725
Cabin users (Winter)	336	907	622
Total Annual Use (in participants)	2,345	9,022	5,683

Source: Fish Lake Feasibility Assessment, CPW, November 2014.

Like the Organizational Camp Permit, the estimated low and high summer program participants for the Resort Permit was calculated based on projected occupancy rates and estimated participant group sizes. The market analysis revealed participant group size for outdoor education and skills training typically range from eight to 25, or an average of 17 people. However, the site currently has the capacity to accommodate up to 40 people. The estimated low summer program participants (Table 5-5) was calculated by multiplying the low summer occupancy rate (98 days) by the average group size (17 participants). The estimated high summer program participants was calculated by multiplying the high summer occupancy rate (176 days) by the current capacity rate (40 participants).

CPW assumed that under the Resort Permit, which is intended to be profitable, cabins on site would be rented out year-round. The estimated summer cabin users was calculated based on the projected summer occupancy rates described above and current capacity rates of the cabins. The estimated low summer cabin users was calculated by multiplying the low summer occupancy rate (98 days) by the low capacity rate of four people. The estimated high summer cabin users was calculated by multiplying the high summer occupancy rate (176 days) by the high capacity of six people.

The estimated winter cabin users was calculated based on projected occupancy rates and existing capacity of two rental cabins on site. There *may* be a potential to increase the capacity of existing cabins or construct additional rental cabins on site. However, this will depend on future development scenarios and what is allowable be the USDA Forest Service. Therefore, CPW used existing capacity rates for the cabins rather than a hypothetical capacity in this case. The two existing cabins on site have the potential capacity to accommodate six people; however, as previously mentioned only one cabin (with the capacity to sleep four) is available during the 2014-2015 winter season. CPW assumed under the Resort permit, reservations would be available seven days a week during the winter season (or 168 days). A low occupancy rate of 50% (84 days) and high occupancy rate of 90% (151 days) was used as an estimate. The estimated low winter cabin users was calculated by multiplying the low winter occupancy rate (84 days) by a low capacity rate of four people. The estimated high winter cabin users was calculated by multiplying the low winter occupancy rate (151 days) by a high capacity rate of six people.

Estimated Revenue Generation

The next determination is what potential user groups and participants are willing to pay for services and programming at the Fish Lake site. Potential revenue for the

site can be generated from (1) participant fees from conceived educational and skills training programs or (2) renting all or some of the facilities on site. Food sales and other retail activity which may be allowable under a Resort Permit were not included within the feasibility assessment. Tables 5-7 through 5-9 present estimates of the amounts that different user groups are willing to pay for use of Fish Lake.

The authorization model selected for future operations of the site will greatly influence revenue generation. Under a Memorandum of Understanding agreement, revenue generation from the site is not permitted. The Organizational Camp Permit and Resort Permit allow revenue generation on site, but do restrict activities such as programming and commercial or retail sales. Authorizations under the Organizational Camp Permit are generally designed for organizations providing not-for-profit educational related activities for families and youth. The Resort Permit, in contrast, is intended for organizations interested in operating a for-profit facility or programming. CPW attempted to demonstrate the financial implications of the Organizational Camp Permit and Resort permit in revenue generation estimates shown below. For more information on differences between authorizations see Appendix D.

Potential Participant Fees

As part of the market analysis, CPW asked potential user groups for each conceived program area provided an estimated range in what they would be willing to pay for programming. The potential average daily participant user for conceived programming is \$83. Backcountry pack stock and horsemanship users were willing to pay the least (\$60 on average) for programming. Fees for pack stock and horsemanship programs are kept relatively low because users often to provide their own supplies and programs often rely on volunteer instructors. Cultural history and heritage preservation users were willing to pay the most (\$140 on average) for programming. Fees within this program area are higher because educational courses and training sessions are often geared for professional or academic development and include some form of certification.

Most respondents CPW spoke with did not differentiate between reasonable fees for day use and overnight use (or lodging); however, many assumed they would be using the site in an overnight capacity. Therefore, the potential participant user fees below encompass both programming and lodging. For purposes of this feasibility assessment, estimated participant user fees are the same for both the Organizational Camp Permit and Resort Permit.

Table 5-6: Estimated Daily Participant Fees per User Group

	Low	High	Avg
Wilderness Management, Ethics, and Trail Maintenance	\$50	\$75	\$63
Natural History and Ecology	\$35	\$100	\$68
Backcountry Pack Stock and Horsemanship Use	\$20	\$100	\$60
Cultural History and Heritage Preservation	\$100	\$180	\$140
Average	\$51	\$114	\$83

Source: Fish Lake Feasibility Assessment, CPW, November 2014.

Potential Rental Fees

Estimated facility rental fees for the Fish Lake site was especially difficult to predict without knowing potential development, or build out, scenarios. Therefore, CPW generated estimates for the Organizational Camp Permit based on existing, as-is conditions for the site and a comparable facility in Central Oregon, the Allingham Fire Guard Station. Facility rental fees for the Resort Permit were based on current rental fees at a comparable facility with increased development in Central Oregon, HJ Andrews Experimental Forest.

According to a study respondent CPW spoke with, a comparable facility to Fish Lake site is Allingham Fire Guard Station. This facility is currently rented to trails and backcountry horsemen for training purposes for approximately \$1,000 per weekend (or \$333 per day). CPW used this rental fee amount for the estimated low daily rental fee. The high daily rental fee was based on a general estimate \$3,500 for a weekend (or \$1,167 per day). Daily winter cabin rental fees above are existing use charges for the two cabins on site. It is assumed under the Organizational Camp Permit cabin rental would be continued and the buildings would remain in an as-is condition with no significant upgrades which would warrant a rate increase.

Table 5-7: Estimated Daily Facility Rental Fees for Organizational Camp Permit

	Low	High	Avg
User groups site rental	\$333	\$1,167	\$750
Winter cabin rental	\$75	\$80	\$78

Source: Fish Lake Feasibility Assessment, CPW, November 2014.

The Resort Permit is intended for organizations wishing to operate a for-profit venture within USDA Forest Service lands. Therefore, CPW assumed if a Resort Permit was pursued for conceived programming at the Fish Lake site then site improvements and upgrades would be made to the existing buildings. The low estimated site rental fee shown below is based on rental fees from HJ Andrews Experimental Forest, a comparable facility. The high estimated site rental fee is based on a 25% increase over the low estimates.

The estimated cabin rental is based on estimated fee range of \$45 to \$75 per person per day. With a cabin occupancy rate of four people this would equate to a range of \$180 to \$300 per day for each cabin on site.

Table 5-8: Estimated Daily Facility Rental Fees for Resort Permit

	Low	High	Avg
Dining Hall & Food Preparation	\$165	\$206	\$186
Classroom Space or Conference Room	\$140	\$175	\$158
Pavilion	\$30	\$38	\$34
Barn, corrals, and storage sheds	\$50	\$63	\$56
Bunkhouse	\$300	\$375	\$338
User groups site rental	\$685	\$856	\$771
Cabin rental	\$180	\$300	\$240

Source: Fish Lake Feasibility Assessment, CPW, November 2014.

Summary of Costs

The previous section on demand suggests there are multiple operational scenarios which could be employed at the Fish Lake site. These scenarios can include a spectrum of facility use, including: day vs. overnight use, facility rental (both the entire site and individual cabins), public visitation, and program attendance. Interest in the site, its use, and what users or participants are willing to pay will be greatly influenced by the future development, operational, and management structure of the site.

In order to estimate costs, CPW developed potential operational models that describe options for how the Fish Lake site might be run. These operational models attempt to balance service that user groups want with services that can be offered at Fish Lake. They are based on what CPW learned from the case studies and potential user group analysis. CPW developed two operational models for each potential authorization based on staffing and services: (1) low level of service (minimal staffing and renting the facility) and (2) high level of service (increased staffing and facilitated programming by the site managers). Because the management structure for Fish Lake is unknown at this time, personnel services within each operational model do not have an affiliation. Any future personnel could potentially be employed by the Friends of Fish Lake, a newly formed non-profit or for-profit organization, or an existing non-profit or for-profit organization.

Memorandum of Understanding (MOU) Agreement

Low level of service

The low level of service operational model for the MOU would allow the Fish Lake site to remain in similar capacity to the summer's pilot programs, basic day and overnight use of the facility by external organizations and the general public. This model relies on a volunteer organization, such as the Friends of Fish Lake, to serve as site stewards. The model also includes a volunteer site docent to be on-site during the summer season. User groups or organizations interested in using the site would be required to obtain a Special Use Permit from the USDA Forest Service and pay any and all associated fees. The site stewards may be able to assist in the permitting process in a limited capacity. The only personnel service costs would be \$1,050 for fees and charges associated with the volunteer docent.¹³ Table 5-9 shows an estimate of annual operations and maintenance costs for a low level of service under an MOU.

¹³ Wellner, Kent. RLMH Staff Officer, USDA Forest Service, Willamette National Forest, McKenzie River Ranger Station. Email correspondence, Oct. 2014.

Table 5-9: Estimate of Costs for MOU Low Level of Service

Category	Amount	Percent of	
		Total	
Personnel Services	\$ 1,050	10%	
Utilities	\$ 4,250	40%	
Maintenance	\$ 4,000	37%	
Permit Fees	\$ -	0%	
Contingencies	\$ 1,395	13%	
Total Costs	\$ 10,695	100%	

Source: Fish Lake Feasibility Assessment, CPW, November 2014.

The utilities costs for the MOU low level of service is based on existing utilities costs provided by the USDA Forest Service, Willamette National Forest. The maintenance costs shown above was estimated using the average preservation grants awarded to Friends of Fish Lake over the last several years for building restoration. CPW added a general contingency of 15% of the sum of all other costs to cover unknown costs which might accrue from the site.

High level of service

The high level of service operational model for the MOU follows the same use and assistance structure as the low level of service, but adds a Promotion or Marketing Assistant or AmeriCorps Participant to help with strategic planning and operation of the site. This operational model would allow the Fish Lake site to remain in similar capacity to the summer’s pilot programs, basic day and overnight use of the facility by external organizations and the general public. The case study analysis conducted for this study revealed having a promotion and marketing staff person is critical for the longevity and success of an outdoor educational center. Having a person dedicated to the operation of Fish Lake would likely increase the overall capacity of the site to accommodate more user groups and assist with strategic planning process of conceived programming. Table 5-10 shows a breakdown of costs for personnel services under this model. Table 5-11 shows an estimate of annual operations and maintenance costs for a high level of service under an MOU.

Table 5-10: Personnel Costs for MOU High Level of Service

Personnel Services	FTE	Salary & Misc Expenses		
		Low	High	Avg
Friends of Fish Lake	0.5	\$0	\$0	\$0
Promotion/Marketing Assistant	0.5	\$13,440	\$18,617	\$16,028
<i>OR</i> AmeriCorps Participant	1.0	\$20,000	\$20,000	\$20,000
Volunteer in Parks (VIP) Site Docent	0.5	\$1,500	\$1,500	\$1,500
Total Costs		\$14,940	\$20,117	\$17,528

Source: Fish Lake Feasibility Assessment, CPW, November 2014.

Table 5-11: Estimate of Costs for MOU High Level of Service

Category	Amount	Percent of
		Total
Personnel Services	\$ 17,528	52%
Utilities	\$ 7,838	23%
Maintenance	\$ 4,000	12%
Permit Fees	\$ -	0%
Contingencies	\$ 4,405	13%
Total Costs	\$ 33,771	100%

Source: Fish Lake Feasibility Assessment, CPW, November 2014.

The utilities costs for the MOU high level of service is based on existing utilities costs provided by the USDA Forest Service, Willamette National Forest and an estimated high winter propane cost. The maintenance costs shown above, same as the low level of service, was estimated using the average preservation grants awarded to Friends of Fish Lake over the last several years for building restoration. CPW added a general contingency of 15% of the sum of all other costs to cover unknown costs which might accrue from the site.

Organizational Camp Permit

Low level of service

The low level of service operational model for the Organizational Camp Permit would allow the managing body, or permit holder, to rent the facilities at Fish Lake to external organizations facilitating preferred programming. This model employs a limited number of personnel and relies on a volunteer organization, such as Friends of Fish Lake, to serve as site stewards. Personnel services under this model include a Program Director (0.5 FTE), Promotion and Marketing Assistant (0.5 FTE), and Seasonal Intern (0.5 FTE). This was the minimum staffing level revealed in the case studies CPW examined for this study. Table 5-12 shows a breakdown of costs for personnel services under this model. Salaries for the Program Director and Promotion and Marketing Assistant were estimated using findings from this study and salary.com. Table 5-13 shows an estimate of annual operations and maintenance costs for a low level of service under an Organizational Camp Permit.

Table 5-12: Personnel Costs for Organizational Camp Low Level of Service

Personnel Services	FTE	Salary & Misc Expenses		
		Low	High	Avg
Friends of Fish Lake	0.5	\$0	\$0	\$0
Program Director	0.5	\$20,000	\$28,099	\$24,049
Promotion and Marketing Assistant	0.5	\$16,274	\$24,532	\$20,403
Seasonal Intern	0.5	\$11,200	\$13,440	\$12,320
Total Costs		\$47,474	\$66,070	\$56,772

Source: Fish Lake Feasibility Assessment, CPW, November 2014.

Table 5-13: Estimate of Costs for Organizational Camp Low Level of Service

Category	Amount	Percent of Total
Personnel Services	\$ 56,772	64%
Utilities	\$ 11,756	13%
Maintenance	\$ 4,000	4%
Insurance	\$ 3,000	3%
Marketing & Educational Materials	\$ 1,500	2%
Permit Fees	\$ 300	0%
Contingencies	\$ 11,599	13%
Total Costs	\$ 88,927	100%

Source: Fish Lake Feasibility Assessment, CPW, November 2014.

The utilities costs for the Organizational Camp Permit low level of service is based on an estimated 50% increase over the existing high utilities costs (\$7,838). The maintenance costs shown above, same as the MOU, was estimated using the average preservation grants awarded to Friends of Fish Lake over the last several years for building restoration. CPW estimated a \$1 million insurance policy for the site and programming would costs between \$1,000 and \$5,000 annually (or an average of \$3,000). This estimate is intended to give a ballpark range for the purpose of this feasibility assessment. A general estimate of \$1,500 was used for marketing and promotional materials. This cost is comparable to grants received by Friends of Fish Lake for related projects. CPW used the minimum permit fee of \$300 for this cost estimate. A minimum fee assumes the managing body or site stewards would be conducting capital improvement costs on-site to offset additional permit fees. For more information on permit fees, see Appendix C. CPW also added a general contingency of 15% of the sum of all other costs to cover unknown costs which might accrue from the site.

High level of service

The high level of service operational model for the Organizational Camp Permit demonstrates costs if the managing body, or permit holder, facilitated their own educational and skills training programming. This model would require substantially more personnel, including: a Program Director (0.75 FTE), Promotion and Marketing Assistant (0.75 FTE), Administrative and Financial Assistant (0.75 FTE), Seasonal Intern (0.5 FTE), Volunteer Site Docent (0.5 FTE), Site Caretaker (0.75 FTE), and four Seasonal Educational Instructors (0.4 FTE). The suggested staffing level is based on findings from the case studies analysis conducted for this study. Table 5-14 shows a breakdown of costs for personnel services under this model. Salaries were estimated using findings from this study and salary.com. Table 5-15 shows an estimate of annual operations and maintenance costs for a high level of service under an Organizational Camp Permit.

Table 5-14: Personnel Costs for Organizational Camp High Level of Service

Personnel Services	Salary & Misc Expenses			
	FTE	Low	High	Avg
Friends of Fish Lake	0.50	\$0	\$0	\$0
Program Director	0.75	\$41,630	\$60,264	\$50,947
Promotion and Marketing Assistant	0.75	\$37,169	\$53,135	\$45,152
Administrative and Financial Assistant	0.75	\$37,169	\$53,135	\$45,152
Seasonal Intern	0.50	\$11,200	\$13,440	\$12,320
Volunteer Site Docent	0.50	\$1,500	\$1,500	\$1,500
Site Caretaker	0.75	\$21,125	\$32,759	\$26,942
Educational Instructor	0.10	\$3,255	\$4,440	\$3,847
Educational Instructor	0.10	\$3,255	\$4,440	\$3,847
Educational Instructor	0.10	\$3,255	\$4,440	\$3,847
Educational Instructor	0.10	\$3,255	\$4,440	\$3,847
Total Costs		\$162,812	\$231,990	\$197,401

Source: Fish Lake Feasibility Assessment, CPW, November 2014.

Table 5-15: Estimate of Costs for Organizational Camp High Level of Service

Category	Amount	Percent of
		Total
Personnel Services	\$ 197,401	77%
Utilities	\$ 15,675	6%
Maintenance	\$ 4,000	2%
Insurance	\$ 3,000	1%
Marketing & Educational Materials	\$ 3,500	1%
Permit Fees	\$ 300	0%
Contingencies	\$ 33,581	13%
Total Costs	\$ 257,458	100%

Source: Fish Lake Feasibility Assessment, CPW, November 2014.

The utilities costs for the Organizational Camp Permit high level of service is based on an estimated 100% increase over the existing high utilities costs (\$7,838). The maintenance costs shown above, same as the MOU, was estimated using the average preservation grants awarded to Friends of Fish Lake over the last several years for building restoration. CPW used the same estimated \$3,000 annual average for insurance coverage as the low level of service. A general estimate of \$3,500 was used for marketing and promotional materials. This costs is greater than the low level of service due to assumption programming facilitated by the Fish Lake site would need greater marketing exposure. Like the low level of service, CPW used the minimum permit fee of \$300 for this cost estimate. CPW also added a general contingency of 15% of the sum of all other costs to cover unknown costs which might accrue from the site.

Resort Permit

Low level of service

Similar to the Organizational Camp Permit, the low level of service operational model for the Resort Permit would allow the managing body, or permit holder, to rent the facilities at Fish Lake to external organizations facilitating programming. However, greatest difference between the two low level of service models is the personal services required by each. The Resort Permit is intended to be a profitable operational structure and therefore would increase use and staff needed. CPW estimates personnel service under this model would include a Program Director (1.0 FTE), Promotion and Marketing Assistant (0.75 FTE), Administrative and Financial Assistant (1.0 FTE), Seasonal Intern (0.5 FTE), Volunteer Site Docent (0.5 FTE), and two Site Caretakers (2.0 FTE). Table 5-16 shows a breakdown of costs for personnel services under this model. Table 5-17 shows an estimate of annual operations and maintenance costs for a low level of service under a Resort Permit.

Table 5-16: Personnel Costs for Resort Permit Low Level of Service

Personnel Services	FTE	Salary & Misc Expenses		
		Low	High	Avg
Friends of Fish Lake	0.50	\$0	\$0	\$0
Program Director	1.00	\$55,506	\$80,352	\$67,929
Promotion and Marketing Assistant	0.75	\$37,169	\$53,135	\$45,152
Administrative and Financial Assistant	1.00	\$49,559	\$70,846	\$60,203
Seasonal Intern	0.50	\$11,200	\$13,440	\$12,320
Volunteer Site Docent	0.50	\$1,500	\$1,500	\$1,500
Site Caretaker	1.00	\$28,167	\$43,678	\$35,923
Site Caretaker	1.00	\$28,167	\$43,678	\$35,923
Total Costs		\$211,268	\$306,629	\$258,948

Source: Fish Lake Feasibility Assessment, CPW, November 2014.

Table 5-17: Estimate of Costs for Resort Permit Low Level of Service

Category	Amount	Percent of Total
Personnel Services	\$ 258,948	71%
Utilities	\$ 15,675	4%
Maintenance	\$ 16,000	4%
Insurance	\$ 5,000	1%
Marketing & Educational Materials	\$ 5,000	1%
Permit Fees	\$ 15,000	4%
Contingencies	\$ 47,344	13%
Total Costs	\$ 362,967	100%

Source: Fish Lake Feasibility Assessment, CPW, November 2014.

The utilities costs for the Resort Permit low level of service is based on an estimated 100% increase over the existing high utilities costs (\$7,838). CPW used an estimated maintenance cost for a comparable facility. This information was

gathered during the case study analysis. CPW estimated a \$1 million insurance policy for the site and programming would costs between \$1,000 and \$5,000 annually. CPW used the more expensive estimate within this range to give a ballpark estimate for the Resort Permit cost analysis. A general estimate of \$5,000 was used for marketing and promotional materials. This costs is greater than marketing fees within the Organizational Camp permit due to profitability nature the Resort Permit. Permit fees for a Resort Permit vary greatly depending on the amount and type of revenue collected. For purposes of this cost estimate, CPW used an estimated percentage of all expenses to calculate an estimated permit fee. CPW also added a general contingency of 15% of the sum of all other costs to cover unknown costs which might accrue from the site.

High level of service

The high level of service operational model for the Resort Permit would allow the managing body, or permit holder, to rent the facilities at Fish Lake and facilitate their own outdoor programming. This model would require the greatest amount of personnel services out of all models presented within this chapter. CPW estimates personnel service under this model would include a Program Director (1.0 FTE), Promotion and Marketing Assistant (0.75 FTE), Administrative and Financial Assistant (1.0 FTE), Seasonal Intern (0.5 FTE), Volunteer Site Docent (0.5 FTE), two Site Caretakers (2.0 FTE), and two Seasonal Outdoor Program Instructors (0.2 FTE). Table 5-18 shows a breakdown of costs for personnel services under this model. Table 5-19 shows an estimate of annual operations and maintenance costs for a high level of service under a Resort Permit.

Table 5-18: Personnel Costs for Resort Permit High Level of Service

Personnel Services	FTE	Salary & Misc Expenses		
		Low	High	Avg
Friends of Fish Lake	0.50	\$0	\$0	\$0
Program Director	1.00	\$55,506	\$80,352	\$67,929
Promotion and Marketing Assistant	0.75	\$37,169	\$53,135	\$45,152
Administrative and Financial Assistant	1.00	\$49,559	\$70,846	\$60,203
Seasonal Intern	0.50	\$11,200	\$13,440	\$12,320
Volunteer Site Docent	0.50	\$1,500	\$1,500	\$1,500
Site Caretaker	1.00	\$28,167	\$43,678	\$35,923
Site Caretaker	1.00	\$28,167	\$43,678	\$35,923
Educational Instructor	0.10	\$3,255	\$4,440	\$3,847
Educational Instructor	0.10	\$3,255	\$4,440	\$3,847
Total Costs		\$217,778	\$315,508	\$266,643

Source: Fish Lake Feasibility Assessment, CPW, November 2014.

Table 5-19: Estimate of Costs for Resort Permit High Level of Service

Category	Amount	Percent of Total
Personnel Services	\$ 266,643	72%
Utilities	\$ 15,675	4%
Maintenance	\$ 16,000	4%
Insurance	\$ 5,000	1%
Marketing & Educational Materials	\$ 5,000	1%
Permit Fees	\$ 15,000	4%
Contingencies	\$ 48,498	13%
Total Costs	\$ 371,816	100%

Source: Fish Lake Feasibility Assessment, CPW, November 2014.

The Resort Permit high level of service uses the same cost structure as the low level of service, discussed above. The only exception is a higher personnel service cost seen above.

Comparison of Potential Use with Level of Service

To determine financial feasibility, CPW compared three different use (or capacity) scenarios with the service models for each authorization. The chart below summarizes the comparisons and list the associated Table number.

Memorandum of Understanding Agreement (Table 5-20)	Organizational Camp Permit (Table 5-21)	Resort Permit (Table 5-22)
<ul style="list-style-type: none"> • Low use and low expense • High use and low expense • High use and high expense 	<ul style="list-style-type: none"> • Low use and low expense • High use and low expense • High use and high expense 	<ul style="list-style-type: none"> • Low use and low expense • High use and low expense • High use and high expense

As discussed within the previous “Summary of Costs” section, low expense (or level of service) generally includes minimal personnel services and renting the facility. High expense (or level of service) generally includes increased personnel service and facilitated programming by the site managers. The profit or loss within each table presents funding surpluses or pitfalls accrued by the managing body, or permit holder.

Table 5-20: Comparison of Operational Costs and Levels of Usage for Memorandum of Understanding Agreement

	Low use and low expenses	High use and low expenses	High use and high expenses
Revenues			
User groups	\$ 4,950	\$ 7,425	\$ 10,238
Visitors (General public)	\$ -	\$ -	\$ -
Cabin Rental	\$ 4,446	\$ 7,410	\$ 7,410
Total Revenues	\$ 9,396	\$ 14,835	\$ 17,648
Revenue Collected by Site Stewards	\$0	\$0	\$0
Expenses			
Personnel Services	\$ 1,050	\$ 1,050	\$ 17,528
Utilities	\$ 4,250	\$ 7,838	\$ 7,838
Maintenance	\$ 4,000	\$ 4,000	\$ 4,000
Permit Fees	\$ -	\$ -	\$ -
Contingencies	\$ 1,395	\$ 1,933	\$ 4,405
Total Expenses	\$ 10,695	\$ 14,821	\$ 33,771
Expenses Paid by USDA Forest Service	\$ 5,300	\$ 8,888	\$ 8,887.50
Profit (Loss)	\$ (5,395)	\$ (5,933)	\$ (24,883)

Source: Fish Lake Feasibility Assessment, CPW, November 2014.

Under the Memorandum of Understanding Agreement, the organization or site stewards holding the agreement are not authorized to generate any revenue from the site or occupy the site. Because such organization would have limited capacity or control over the site, CPW assumed the USDA Forest Service would be responsible covering costs associated with a volunteer site docent (personnel services) and utilities. CPW also assumed an organization, either Friends of Fish Lake or another non-profit organization, would could to preserve and maintain the historic buildings, such covering the maintenance fee listed above.

Table 5-21: Comparison of Operational Costs and Levels of Usage for Organizational Camp Permit

	Low use and low expenses	High use and low expenses	High use and high expenses
Revenues			
Facility Rental (summer)	\$ 50,400	\$ 105,000	<i>n/a</i>
Cabin Rental (winter)	\$ 4,418	\$ 7,440	\$ 7,440
Participant Fees (summer)	<i>n/a</i>	<i>n/a</i>	\$ 276,738
Visitors (General public)	\$0	\$0	\$0
Total Revenues (Collected by Managing Body)	\$ 54,818	\$ 112,440	\$ 276,738
Expenses			
Personnel Services	\$ 76,386	\$ 76,386	\$ 197,401
Utilities	\$ 11,756	\$ 15,675	\$ 15,675
Maintenance	\$ 4,000	\$ 4,000	\$ 4,000
Insurance	\$ 3,000	\$ 3,000	\$ 3,000
Marketing & Educational Materials	\$ 1,500	\$ 3,500	\$ 3,500
Permit Fees	\$ 300	\$ 300	\$ 300
Contingencies	\$ 14,541	\$ 15,429	\$ 33,581
Total Expenses	\$ 111,483	\$ 118,290	\$ 257,458
Profit (Loss)	\$ (56,666)	\$ (5,850)	\$ 19,280

Source: Fish Lake Feasibility Assessment, CPW, November 2014.

Under an Organizational Camp Permit, the managing body (or permit holder) would manage and occupy the site and therefore be responsible for most expenses and collecting user fees (or revenues). The only revenue given to the USDA Forest Service under this model would be Permit Fees.

Table 5-22: Comparison of Operational Costs and Levels of Usage for Resort Permit

	Low use and low expenses	High use and low expenses	High use and high expenses
Revenues			
Facility Rental (summer)	\$ 75,521	\$ 135,938	\$ 135,938
Cabin Rental (summer)	\$ 23,520	\$ 42,336	\$ 42,336
Cabin Rental (winter)	\$ 20,160	\$ 36,288	\$ 36,288
Participant Fees (summer)	n/a	n/a	\$ 133,403
Visitors (General public)	\$0	\$0	\$0
Total Revenues (Collected by Managing Body)	\$ 119,201	\$ 214,562	\$ 347,965
Expenses			
Personnel Services	\$ 258,948	\$ 258,948	\$ 266,643
Utilities	\$ 15,675	\$ 15,675	\$ 15,675
Maintenance	\$ 16,000	\$ 16,000	\$ 16,000
Insurance	\$ 5,000	\$ 5,000	\$ 5,000
Marketing & Educational Materials	\$ 5,000	\$ 5,000	\$ 5,000
Permit Fees	\$ 15,000	\$ 15,000	\$ 15,000
Contingencies	\$ 47,344	\$ 47,344	\$ 48,498
Total Expenses	\$ 362,967	\$ 362,967	\$ 371,816
Profit (Loss)	\$ (243,766)	\$ (148,405)	\$ (23,851)

Source: Fish Lake Feasibility Assessment, CPW, November 2014.

Implications

The purpose of the preliminary financial feasibility was to present estimated costs and revenues, staffing levels, and budget shortfalls for each scenario based on a set of assumptions. Because CPW modeled the performance of conceived programming and because that modeling effort relied on a set of assumptions, there are inherent uncertainties with the analysis. Despite these uncertainties, the analysis presented in this chapter represents CPW's best assessment of how a facility might perform.

Moreover, CPW's analysis is intentionally conservative. The risk of overestimating use or underestimating costs could create significant financial liabilities for the facility. While CPW's analysis is conservative, additional risk factors exist that the Friends of Fish Lake need to be aware of. These risk factors include:

- *Overestimate of use by user groups:* Although CPW found a significant amount of interest from the representative sample of user groups we spoke to, it is difficult to equate interest with actual demand. Many respondents were unable to definitely say whether or not they would use the facility without knowing more about future development, operational, and management structures. Therefore, the use presented within this assessment is a best estimate based on the information at hand. Use estimates for the Resort Permit, especially, are largely hypothetical.

This study suggests the four conceived program areas have potential demand within the area and are a viable option for the site. Additionally, respondents agree having multiple disciplines on site and the opportunity for cross-discipline trainings will help to increase use.

- *Peak demand:* This study suggests periods where many groups would possible compete for use of the facility. According to the McKenzie River Ranger District, the overnight capacity at Fish Lake is 40 people. The average group size per program area is 17 with a few outlying groups ranging from 60 to 100 people. This suggests there is a potential to use the site in a similar carrying capacity or upgrade facilities to accommodate more users. Based on the historic nature of the site and views expressed by numerous potential user groups to have a “more primitive” or “less developed” site, the Friends of Fish Lake and their stakeholders may decide not to exceed to current carrying capacity. Furthermore, the current carrying capacity allows for at least two of the smaller suggested group sizes.

The peak season for the site will likely be between mid-April and early October, with the greatest use in late spring and early fall. None of the potential user groups CPW spoke to for this study mentioned an interest in winter programming; however, the site’s winter cabin rental program has a 60% occupancy rate with little to minimal advertisement. There may be a potential to increase winter use of the site and thus create a more consistent use throughout the year.

Can conceived programming at the Fish Lake site be self-sustaining?

The conceived programming for the site, or the vision developed by the Friends of Fish Lake and their stakeholders is currently somewhat ambiguous. This is because the vision for the site is still in an initial strategic planning phase and specific information related to the development, operation, and management of the site has not yet been decided. As the vision is currently portrayed, it could be interpreted as *allowing* the preferred programming to occur at the site or actually *providing* the preferred programming through structured courses and training sessions. To encompass both potential programming directions, CPW developed use estimates and revenue generations estimates based on if the facility was rented out or if the facility provided programming to individual participants.

CPW learned through this study that funding is the top challenge for any field-based learning center. All case studies examined use a diverse portfolio to cover expenses of educational programming and administrative and operational costs; including membership fees, grants, donations, sponsorship, participant fees, volunteer support, and so on.

The only scenario within the feasibility assessment that generated a projected profit was the Organizational Camp Permit High Use and High Level of Service. Under this scenario the facilities would maintain a consistent high capacity rate

throughout the summer and winter and programs would be facilitated by the Fish Lake site.

The preliminary financial feasibility assessment conducted by CPW demonstrates creating a self-sustaining model would be challenging at the Fish Lake Historic Site. Regardless of operational or management model, the funding strategy for the Fish Lake Historic Site would need to be diverse and creative. There would likely need to be external funding for programming to supplement user fees in all presented scenarios.

The Organizational Camp Permit High Use and High Level of Service scenario has a projected profit; however, it is important to keep in mind (1) these projections were based on a set of assumptions and (2) this may or may not be the most appropriate use for the site. According to user groups CPW interviewed, there may be a higher demand to rent the facilities rather than to attend facilitated programming. The Friends of Fish Lake and their stakeholders will need to determine which operational and management model, or scenario, is most appropriate based on anticipated demand, availability of external funding and support, vision for the site and its potential impact on the historic resources and character of the site.

Generally speaking, a larger operation on site and higher use rates also presents a much larger risk than alternative scenarios. This risk could be associated with (but is not limited to) not generating or acquiring sufficient funding, unanticipated capital improvement costs, and liability. With increased use, there is also the risk of mission creep, overuse of historic resources, demand for expensive upgrades or improvements, and improvements incompatible with the historic character of the site.

CHAPTER 6: CONCLUSIONS AND NEXT STEPS

This chapter summarizes CPW's conclusions regarding the viability and feasibility of the conceived programming at the Fish Lake Historic Site. It also presents suggested next steps for the strategic planning process, should the Friends of Fish Lake and their stakeholders choose to pursue the rehabilitation and reuse of the site to become a field-based education and skills training center.

Conclusions

The purpose of this report is to assess whether or not the proposed education and skills training center at Fish Lake, as presently conceived, is a viable option for the site and if the center can be financially self-sustaining. To answer these questions, CPW assessed demand for the facility from a sample of target user groups and existing occupancy rates for the site, which allowed us to estimate revenues and general interest. CPW assessed needed expenses and resources, such as staffing and facilities, by examining case study organizations across the western United States and existing maintenance costs for the site. Lastly, CPW paired findings from this study to the compliance or operational models suggested by the USDA Forest Service, Willamette National Forest.

All of these variables, however, are highly dependent on future decisions related to development, marketing, operations, and management of the Fish Lake site. Therefore, CPW considers this study to be a *preliminary* market analysis and feasibility assessment to determine next steps in a strategic planning process. Ultimately, Friends of Fish Lake will need to determine what type of programming and development are appropriate for the site given the organization vision and mission.

Assumptions with respect to each of the study's variables will affect any future potential costs and revenues. The key assumptions underlying CPW's analysis include:

- The primary objective for initiating a strategic planning process by the Friends of Fish Lake for the Fish Lake site was to ensure historic resources at the site were preserved and used in such a way that is compatible to the legacy of the site and its surrounding natural landscape.
- The Friends of Fish Lake wish to explore any and all plausible alternatives for the management and operations of intended programming at the site.
- The Friends of Fish Lake organization, as it is currently structured, has a limited capacity to manage or operate conceived programming at the site.
- Ideally, any future programming at the Fish Lake site will be self-sustaining in regards to operations and maintenance expenses.
- Conceived programming at the site includes a combination of courses and skills training in the following areas: (1) wilderness management, ethics, and trail

maintenance, (2) backcountry pack stock and horsemanship use, (3) natural history and ecology, and (4) cultural history and heritage preservation.

- Expected user groups identified prior to this study vary in demographic make-up and may include families, k-12 school groups, college students, young and seasoned professionals, government employees and the general public.
- Facilities at the Fish Lake site include 18 buildings of log and wood frame construction, horse corrals, and a portion of the historic Santiam Wagon Road on a 17-acre site in the Willamette National Forest.
- The site currently has the capacity accommodate approximately 40 people overnight.

Based on CPW's research, our preliminary market analysis and feasibility assessment suggests the conceived programming at the Fish Lake site is a potentially viable option given its compatibility with the historic significance of the site and general interest and need within the State of Oregon. However, given the current assumptions of necessary expenses, developing a self-sustaining outdoor education and skills training center without external grants or donations will likely be challenging.

To determine financial feasibility, CPW modeled three scenarios for each of the three operational, or compliance, models suggested by the USDA Forest Service. The scenarios for each model assessed estimated use and expenses: (1) low use and low expenses, (2) high use and low expenses, and (3) high use and high expenses. Expenses for the purpose of this study generally refer to the level of service and staffing levels needed. Low expenses (or low level of service) include minimal personnel services and renting the facility to external organizations who would facilitate their own programming on site. High expenses (or high level of service) include increased personnel services and facilitated programming by the site managers. The primary variation between the two expense estimates is either *allowing* the preferred programming to occur at the site or *providing* the preferred programming to individual participants through structured courses and training sessions.

Given the assumptions used in the models, CPW's assessment is that the most likely scenario – Organizational Camp high use and low expense – will result in an annual deficit of approximately \$5,850. Under more generous assumptions or the alternate scenario of Organizational Camp high use and high expenses, the Fish Lake site *may* generate a net operating surplus of \$19,280. Note that these figures are based on a set of assumptions about use, revenues, and expenses that reflect our best assessment. Risk exists in all of these assumption: use and revenue are lower than anticipated, costs are higher, or both. Ways exist to mitigate risk, but not to eliminate it.

Although the high use and high expense scenarios would likely require increased staffing levels, these scenarios allow the managing body (external to the USDA Forest Service) to generate more income by collecting participant fees. This finding is compatible with CPW's research for the market analysis. According to case study organizations, participant fees are a key factor to creating a self-sustaining model.

That said, the Organizational Camp high use and high expense scenario for the Fish Lake site was the only model that broke even or generated a profit. This suggests creating a self-sustaining model will likely be challenging and creative funding alternatives may be necessary. Under the Organizational Camp scenarios the desired level of service and staffing will need to be made as efficient as possible and use of the facility will need to be relatively consistent throughout the year.

All scenarios assessed by CPW potentially have positive and negative consequences, including the Organizational Camp models. Based on discussions between the USDA Forest Service and Friends of Fish Lake, the Organizational Camp model seems to have the closest resemblance to conceived programming. However, the Organizational Camp permit does come with some use restrictions and would require continued maintenance, preservation, or improvement to the site to keep permit fees low. Use restrictions include the types of activities allowed on the site and a requirement to have “youth” somehow involved in programming.¹⁴

Under the Organizational Camp models, the permit holder would be responsible for most expenses associated with the site and conceived programming; however, these models allow the permit holder to collect user fees and generate revenue from the site. Due to the increased level of service and responsibility, the Organizational Camp would require an increase of capacity over what is currently available through the Friends of Fish Lake. At a minimum, these models would require a paid Program Director, Promotion and Marketing Assistant, and a Seasonal Intern employed half-time, as well as the continued support and assistance of a volunteer stewardship or advisory non-profit organization or board. A high level of service under the Organizational Camp model would likely require the minimum staffing at an increased capacity plus an Administrative and Financial Assistant, Site Docent, Site Caretaker, and Educational Instructors.

Given the increased staffing and capacity needed under the Organizational Camp models, important management decisions will need to be made by the Friends of Fish Lake and their stakeholders if this is the organizational model they wish to pursue. The case study research conducted for this assessment revealed a spectrum of alternative management options, including a range of options for the future involvement of the Friends of Fish Lake. Management options include the expansion of the Friends of Fish Lake organization, incubating a new non-profit for the management of the site, or partnering with an existing non-profit to oversee the site. Other alternatives may include a combination of those management options, such as incubating a new smaller non-profit to manage the day-to-day operations under the umbrella of an existing larger non-profit to assist with oversight and liability. If the Friends of Fish Lake do not wish to expand their organization to manage conceived programming, their role could include continued stewardship of the site or advisory relationship with the site’s managing body.

Central to all of this is an assumption that an individual or group of individuals that are passionate and dedicated to the vision, mission and operation of the programs

¹⁴ According to the McKenzie River Ranger District, Willamette National Forest, USDA Forest Service, the definition of “youth” involvement under the Organizational Camp Permit may include K-12 aged children and teenagers, college-aged young adults, or families.

could be identified and recruited. Managing the programs requires a specific set of skills; managing them in the context of a Forest Service permit creates additional challenges.

It is important to note, given the desire to assess a self-sustaining model CPW did not factor in any kind of grant contributions or donations to the financial assessment. The Memorandum of Understanding scenarios, while showing a deficit ranging from \$5,395 to \$24,883, closely resembles the current arrangement between the Friends of Fish Lake and the USDA Forest Service. It is *possible* to achieve the conceived center's objective – to ensure historic resources at the site were preserved and used in such a way that is compatible to the legacy of the site and its surrounding natural landscape – with a similar arrangement, or organizational and funding structures, used by the Friends of Fish Lake during the summer 2014 pilot programs. During the pilot programs, the Friends of Fish Lake remained in a site stewardship role while external organizations facilitated their own programming compatible with the mission of the USDA Forest Service and the conceived programming for the site. Under this scenario, the USDA Forest Service would be responsible for collecting participant fees and the expense of utilities and a volunteer site docent. Maintenance and preservation of the buildings and additional contingencies would be left to an assisting organization, such as Friends of Fish Lake.

The remainder of this chapter will discuss next steps for the Friends of Fish Lake and stakeholders moving forward.

Next Steps

CPW developed the following *suggested* next steps based on findings from case studies and potential user group research, discussions with the Friends of Fish Lake and McKenzie River Ranger District, and the financial feasibility assessment completed for this study.

As a preliminary step, Friends of Fish Lake will need to decide whether it wishes to continue pursuing development of programs at the site. Establishing the field-based center will require dedication of time, money, and human resources. The effort that Friends of Fish Lake put in to get to the point of conducting this market analysis and feasibility assessment is indication that the organization has the capacity to move to the next phase of strategic planning. If Friends of Fish Lake chooses to move forward, CPW recommends the following steps:

1. Continue the strategic planning process and pilot programs for the Fish Lake site.

CPW's research suggests the conceived programming for the site is a viable option and could *potentially* be financially feasible with a diverse funding strategy. Overall, the representative sample of target user groups we spoke with were supportive and interested in seeing an outdoor education and skills training center at Fish Lake come to fruition. The greatest potential demand was from organizations interested in renting the facilities at Fish Lake to conduct their own programming or partnering with another educational organization to co-sponsor programming.

The Friends of Fish Lake will need to work with established partners and stakeholders to determine an appropriate and preferred course of action for developing the conceived education and skills training center. Potential directions and the efficiency of this process will be largely dependent upon having a clear understanding of the Friends of Fish Lake's roles and responsibilities. The organization should reach internal agreements and decisions regarding their preferred capacity moving forward.

If the Friends of Fish Lake wish to remain as site stewards with a limited capacity in future operations, management and programming, it may be beneficial to begin establishing boundaries between the proposed development and the non-profit organization. This could include revamping the mission and goals of the Friends of Fish Lake or creating and maintaining separate marketing materials for Friends of Fish Lake and intended programming.

Moving forward, it will be important to take the strategic planning process in stride and maintain flexibility for future development. Completing the necessary initial strategic planning steps are important to creating the self-sustaining model desired. It may be best to implement operations and management of the proposed center in a phased approach based on existing demand and then adapt services as the demand grows or evolves. CPW recommends Friends of Fish Lake maintain a Memorandum of Understanding agreement or participatory agreement (rather than requesting an Organizational Camp or Resort permit) until critical decisions regarding future operations and management of the center are reached.

The Friends of Fish Lake may also wish to continue pilot programming with external organizations willing to use the site as-is. A continuation of the pilot program will (1) allow the primary objective of using the site in a manner compatible to its legacy to be achieved, (2) provide further information regarding facility needs of potential user groups, and (3) increase awareness of conceived programming with potential users and partners.

2. Leverage nearby resources and partnerships.

Prior to this study, the Friends of Fish Lake built a coalition of diverse partners interested in seeing the vision for the Fish Lake site come to fruition. Through this study, the list of potential partners has continued to grow. If the Friends of Fish Lake move forward with the strategic planning process, it will be essential to capitalize on these partnerships.

Most organizations CPW spoke with were interested in partnering with the Friends of Fish Lake; however, many lacked clarity on how they could be of service and what assistance is needed. Through this study CPW learned existing and potential partners have a wide array skills and services to offer, including management and organizational advising, cross-marketing, exposure and promotion, co-sponsorship of programs, and program development. CPW recommends formulating a list of action items, or next steps, and working with partners to better understand their capacity and where they could provide assistance.

In addition to partnerships, the Friends of Fish Lake should also consider which nearby resources may be compatible with programming at the site. For example,

lodging facilities, campgrounds, caterers, and outfitters able to off-set currently underdeveloped facilities or amenities.

3. Expand outreach and marketing.

Planning for and acquiring authorization from the USDA Forest Service for conceived programming is highly contingent upon interest from potential user groups and partners. It is important to continue building upon the momentum gained from the visioning process, last year's pilot programs, and this study. According to case study organizations, marketing and outreach is crucial to a field-based center's growth and longevity.

CPW recommends making outreach and marketing a top priority moving forward. Maintaining communication and promotion to program partners and potential users will help the initiative grow. This also ensures the larger regional community is informed of planning developments and opportunities to use the Fish Lake site or attend programming. Potential outreach and marketing strategies could include gathering official letters of support from potential users and partners, hosting an open house event at Fish Lake for existing partners as well as potential partners discovered during this research, and generating a newsletter to keep stakeholders informed of progress. Friends of Fish Lake may want to consider securing funding for an AmeriCorps participant or intern to assist with outreach and marketing, as well as strategic planning.

4. Initiate a business (or strategic) plan and a rehabilitation or redevelopment plan.

Many of the case studies and potential user groups CPW spoke with commended the Friends of Fish Lake with their efforts to preserve the Fish Lake site and the strategic planning process they initiated. To date this process has included a facilitated visioning process with stakeholders, crucial authorization conversations with the USDA Forest Service, and conducting this market analysis and feasibility assessment. However, the conceived programming at Fish Lake is still in the preliminary planning stages and many questions regarding the future development, operations, and management of the Fish Lake site have yet to be answered.

CPW recommends completing a business (or strategic) plan with detailed action items, as well as a rehabilitation or redevelopment plan based on the facility needs and preferences of potential user groups. Partnering with a community development organization, such as Springfield's NEDCO (Neighborhood Economic Development Corporation), can provide consultation and assist an organization to create a road map for taking the concept from a vision to reality. Business or redevelopment plans also present an opportunity to involve existing partners or nearby resources in the planning process. For example, nearby University of Oregon could be a resource to have students in planning, historic preservation or landscape architecture assist with future programmatic and site developments.

5. Make the site as accessible and user-friendly as possible.

During the 2014 pilot programs, at least one user group experienced a frustrating and confusing permitting process with the USDA Forest Service. All parties involved agreed this was an important learning experience. Having a site that is welcoming and user-friendly will increase interest in future programming and positive awareness of conceived development. CPW recommends working with the local ranger district to help streamline the permitting process or potentially developing a how-to guide for obtaining a special user permit for the site. Additionally, identifying and leveraging nearby resources that may be able to off-set currently underdeveloped facilities or amenities at Fish Lake, as mentioned in consideration #2 above, will help make the site more user-friendly.

6. Revise financial feasibility tool as new information becomes available.

CPW used an operational and maintenance financial feasibility tool to generate costs and revenue estimates based on conceived programming. These estimates were largely based on assumptions from the information available. As the operational and management structure for conceived programming is further developed through the strategic planning process, these models will need to be updated to reflect more accurate costs and revenues.

APPENDIX A: SUMMARY OF POTENTIAL USER GROUP FINDINGS

In September and October of 2014, the Community Planning Workshop (CPW) conducted a survey and interviews with potential user group representatives. Forty five potential user groups from across the State of Oregon were identified for this study by the Friends of Fisk Lake, USDA Forest Service McKenzie River Ranger District, and CPW. The groups selected were either (1) believed to have an interest in conceived programming at Fish Lake, or (2) conducting similar field-based learning opportunities. Potential user groups included non-profit organizations, academic institutions, and government agencies. Findings from the potential user group research will inform study recommendations and provide information on potential participant demographics, preferred facilities, types and duration of expected use, and expected participant fees.

CPW conducted a total of 16 interviews with representatives from 15 potential user groups and a survey of 28 individuals associated with backcountry pack stock and horsemanship use (which included representatives from at least two of the identified user groups). Of the 16 potential user groups interviews, 12 were completed over the phone and four were completed through an emailed questionnaire. Individuals associated with backcountry pack stock and horsemanship use were asked to participate in a survey due to their anticipated limited availability during the fall months. These individuals were selected by Phil Hufstader, board member of Friends of Fish Lake and Vice President (West) of Backcountry Horsemen of Oregon, based on their experience and background. The survey was developed by CPW, distributed by Phil via email to his contact list, and later collected and analyzed by CPW. CPW collected a total of 32 responses and 28 completed surveys from the backcountry pack stock and horsemanship user group.

The information presented below summarizes findings gathered during the potential user group survey and interviews. Findings are organized by conceived program areas for the Fish Lake site: (1) wilderness management, ethics, and trail maintenance, (2) natural history and ecology, (3) backcountry pack stock and horsemanship use, and (4) cultural history and heritage preservation.

Wilderness Management, Ethics and Trail Maintenance

Target Participants:	Federal employees; state employees; high school students; members of non-profit organizations; general public
Average Group Size:	6 - 15; 60 - 100
Anticipated Season of Use:	Spring, Summer, Fall
Typical Duration of Program or Session:	1 - 2 days; 4 - 7 days
Preferred Facilities:	Indoor sleeping accommodations; tent camping; kitchen or food preparation area; covered outdoor gathering space or classroom; picnic tables
Estimated Participant Fee:	\$50 – 75 per day

- Federal and state employees expressed a need for hands-on skills training opportunities, especially the following areas: stone masonry and rock wall construction, trails construction and maintenance (beginner - advanced), backcountry cross-cut saw and chain saw use, and wilderness responder.
- Budget and travel expenses are challenges for all government agencies who wish to send their employees to trainings.
- Programming within this focal area involving community members is typically volunteer service projects funded by sponsoring or host organization.
- Training facilities within driving distance (approximately 4 hours or less) and on-site sleeping accommodations are preferred due to lower per diem expenses.
- Indoor sleeping accommodations are preferred by most users participating in labor-intensive trainings.
- Potential participants are interested exploring cross-disciplinary trainings with the pack stock and horsemanship and preservation focal areas.
- Potential participants are attracted to a site that has limited development and maintains a connection to the surrounding natural landscape. According to one user group, a high level of development can often be a “distraction” for trainings.
- Northwest Youth Corps, Pacific Crest Trail Association, and Crater Lake National Park’s Trail Crew may be interested in facilitating trail related trainings at Fish Lake.
- Crater Lake Trail Crew is considering expanding their trails training program. According to respondent having an external training site may be desirable due to a relatively short summer season and limited access to trails in the winter at Crater Lake.

Natural History and Ecology

Target Participants:	K-12 students; college students; members of non-profit organizations; general public
Average Group Size:	15; 60-90
Anticipated Season of Use:	Late Spring or Early Fall
Typical Duration of Program or Session:	½ day – 2 days; up to a week
Preferred Facilities:	Indoor sleeping accommodations (separate boys and girls bunks); tent camping; commercial kitchen; showers; campfire rings; treehouses or nature play areas; indoor exhibit center or interpretive museum; covered outdoor gathering space or classroom; picnic tables; indoor restrooms; indoor classroom with presentation technology
Estimated Participant Fee:	\$35 – 100 a day

- There is currently a demand for K-12 outdoor learning opportunities in Central Oregon.
- There is currently a learning program for University of Oregon college students, “MyMcKenzie”, on-going within the McKenzie River watershed. The program includes service learning projects focusing on watershed and ecology education, policy, and community engagement.
- A few outdoor groups and college programs currently use the Fish Lake site for a base camp and starting point on field trips.
- Directors of the University of Oregon’s Environmental Studies are exploring the development of a week-long outdoor school in the upper McKenzie River watershed, but have not secured a site or facilities. Directors are potentially interested using the facilities at Fish Lake for the initiative.
- Existing outdoor school programs for K-12 students typically range from 1/2 day to a week long. According to one interview respondent, the ideal length of time for this particular user group is one week.
- It is especially important to consider staffing options for K-12 outdoor schools. Child to adult ratio should be kept low.
- Some natural resource conservation groups, or advocacy groups, see the need to expand their field education programming; however, this expansion goes beyond their organizational mission. Having an external partner that conducts such programming is desirable.
- Several respondents expressed an interest in having an indoor interpretive center at Fish Lake.
- Teachers from Springfield Public Schools would be potentially interested in attending professional development related programming within this focal area if available.
- Professional development programs for teachers are currently available at HJ Andrews Experimental Forest.

- McKenzie Watershed Council will be completing a 10-year action plan in 2015. Within the plan they anticipate including action items that involve expanding opportunities for volunteer, student and partnership participation.

Backcountry Pack Stock and Horsemanship Use

Target Participants:	Members of non-profit organizations; general public
Average Group Size:	5 – 30+
Anticipated Season of Use:	Late Spring - summer
Typical Duration of Program or Session:	2 – 3 days
Preferred Facilities:	Outdoor and indoor classroom space; drinking water; covered pavilion or picnic shelter; campfire rings; outdoor corrals and water troughs; tent camping; RV site (no hook-ups)
Estimated Participant Fee:	\$20 – 100 a day or in-kind volunteer contributions

- 84% of all survey respondents (and 100% of respondents that answered the related question) said they would “consider using [the Fish Lake site] as it’s currently developed for a pack stock and horsemanship training
- 78% of all survey respondents (and 96% of respondents that answered the related question) said they would be interested in using the Fish Lake site if it had all of the preferred facilities.
- According to survey respondents, the least preferred amenities for this type of training include: catered or provided meals, paved driveways, access or shuttle to commercial airport, covered corrals or feeding areas, grazing areas, barn with secured storage, RV sites (with hook-ups), or indoor private rooms or cabins.
- The majority of pack stock trainings attended or facilitated by survey respondents (65%) were instructed by a volunteer.
- Majority of survey respondents (73%) were willing to travel ½ day or less (61-360 miles) to attend a pack stock or horsemanship training.

Pack stock and horsemanship programming often includes interdisciplinary foci, including trail maintenance, cultural and natural history, and wilderness management.

- There is not a demand for pack stock training from the National Park units we interviewed for this study.
- Current pack stock and horsemanship trainings are largely supported, organized, and facilitated by volunteer efforts. Additionally participants, for the most part, are willing to provide their own supplies. This may result in lower overages and expenses, but also revenues.
- Potential users within this program area tend to prefer a less developed site for trainings.

Raw data for the backcountry pack stock and horsemanship use survey can be seen in Appendix B.

Cultural History and Heritage Preservation

Target Participants:	College students; young and seasoned professionals; federal employees; general public; traveling public
Average Group Size:	10 - 14
Anticipated Season of Use:	Spring - Fall
Typical Duration of Program or Session:	2 days – 1 week
Preferred Facilities:	Indoor sleeping accommodations (individual or shared rooms); tent camping; bunkhouses; showers; indoor restrooms; meals; indoor classroom space with presentation technology; outdoor gathering space with picnic tables; demonstration space; covered storage; secured storage space
Estimated Participant Fee:	\$100 – 180 per day

- There are very few (approximately seven known) hands-on field schools in the western United States.
- The University of Oregon’s Historic Preservation field school, recognized as one of the most successful programs in the Pacific Northwest, has experienced a decline in participation and sponsorship over the last few years.
- Decline is attributed to (1) a change of leadership, (2) the lack of sufficient marketing and promotion, flexibility of the director’s schedule, and general funding for preservation related activities, and (3) an overall decline in cultural resource related professional positions over the last five years.
- Operating costs for preservation field schools are relatively expensive and obtaining monetary sponsors can be difficult.
- Other challenges to facilitating preservation related programming includes promotion and attracting an adequate participation base.
- Interview respondents agreed there is a potential demand from students (K-12 and college students), community members, and the National Park Service for hands-on preservation and interpretation workshops at a stationary facility. There is not currently a demand from state employees.
- Typically, students and professionals are willing to pay more for training within this program area as opposed to community members.
- Offering cross-disciplinary preservation related programming (such as cultural landscape and interpretation), as well as a blend of preservation theory with trade skills, has proven to be effective for increasing and sustaining interest and promotion.

- Offering professional certification or academic credits for participants in this program area is especially important for attracting users.
- Most instructors for this program area are hired subject matter experts.
- Conference centers or retreat locations for this user group are not needed.
- Several respondents expressed an interest in having some sort of indoor interpretive space on site.
- There are plans to develop a river boat museum within the McKenzie River watershed.

APPENDIX B: SURVEY OF POTENTIAL EQUESTRIAN USERS

In October of 2014, CPW conducted an online survey for individuals associated with backcountry pack stock and horsemanship use and training within the market area as defined by this study. Individuals for this potential user group were selected by Phil Hufstader, board member of Friends of Fish Lake and Vice President (West) of Backcountry Horsemen of Oregon based on their experience and background. Individuals within the backcountry pack stock and horsemanship user group were surveyed using a web-based platform (rather than interviewed) at the request of Friends of Fish Lake due to anticipated limited availability.

The survey was developed by CPW, distributed by Phil via email to his contact list, and later collected and analyzed by CPW. CPW collected a total of 32 responses and 28 completed surveys. The raw data below shows information gathered from all 32 responses.

Q1. Which of the following affiliations do you identify with in regards to pack stock and horsemanship trainings? Click all that apply.

#	Answer	Response	%
1	Facility owner or manager	1	3%
2	Coordinator or organizer	6	19%
3	Instructor	6	19%
4	Participant	23	72%
5	Volunteer	25	78%
6	Federal service personnel	0	0%
7	Other: (Please specify)	4	13%

Other: (Please specify)
Club
trail user
past Forest Service packer
Owner of two saddle mules.

Q2. Have you attended or facilitated a pack stock or horsemanship training in the last three years? If you select no, you will be automatically redirected to question #9.

#	Answer	Response	%
1	Yes	22	69%
2	No	10	31%
	Total	32	100%

Training #1

Facility name:	Name of training session (if applicable):	Location (City, State):	Purpose:
Allingham an arena in Redmond OR	Bcho learn to pack Trails Maint.	Santiam lake Camp Sherman, OR	
	Buck Brannaman	Redmond Or	horsemanship
Tehema Co Fairgrounds	Backcountry Horsecamp Demonstration & Display	Red Bluff, CA	Wilderness 50 Celebration
RideAble	Packing Clinic	Goshen, OR	
Back Country Horsemen Oregon	LNT Course for Stock Users	Fish Lake	introductory stock user course on low impact principles on public lands
Sisters cow camp	BCho Int training	Sisters or	Leave no trace training
?	Chain Saw certification course	Oakridge Oregon	To obtain certification to use a chainsaw for volunteer work maintaining trails
High Desert Trail Riders Back Country Horseman organization	Introductory pack stock course and refresher	Klamath Falls, OR	To teach BCH members how to pack.
Klamath County Fairgrounds	Horse Packing & Wilderness Skills Clinic 2014	Klamath Falls, Oregon	to teach all phases of packing horses and mules, as well as other related subjects
back country horsemen	pack training - 4 sessions	Klamath Falls, or	pack skills
Back Country Horseman's Pack Clinic		Klamath Falls, Oregon	Improve packing skills
Back Country Horsemen of Oregon/ PCTA		Ramona Falls Trail Head, Mt Hood Wilderness	To help pack in a PCTA Trail Crew.
Horse packing & wilderness skills clinic		Klamath Falls, Or	personal enrichment for the general public

Training #2

Facility name:	Name of training session (if applicable):	Location (City, State):	Purpose:
Klamath falls pack clinic Private	Horsemanship Clinic	Sisters OR	
Bob Story's barn	weekly lessons while my mules were in training	Paisley OR	as mules learned, so did I
Modoc District Fairgrounds	Backcountry Horseman's Educational Display	Cedarville, CA	Display during Modoc District Fair
High Cascades Forest Volunteers	Volunteer Training Weekend	Westfir, Oregon	To train volunteers in trail maintenance, repair, design and construction. and wilderness first aid
Hdtro Bcho pack clinic		Klamath falls, or	Basic how to pack information
Wilderness Pack Clinic hosted by BCHO High Desert Riders	Crosscut saws/ saddle fit/ harness fit/ Packing hitches and knots	Klamath Falls, OR	To gain packing and horsemanship skills
Klamath Falls Fairgrounds	Numerous short training sessions while attending the BCHorseman show	Klamath Falls, Oregon	To learn new and review old packing skills
High Desert Trail Riders Back Country Horsemen organization	Horse Packing and Wilderness Skills Clinic	Klamath Falls, OR	education for public: equine health, packing, training, equipment, cooking, history
Klamath Co. Fairgrounds	Wilderness Skills clinic - several workshops	Klamath Falls, OR	Pack skills
	Same as above for 2013		

Training #3

Facility name:	Name of training session (if applicable):	Location (City, State):	Purpose:
Veneta Firehall	Public Lands Seminar - BCHO	Veneta OR	
Clint Suprlus' barn	horsemanship	Redmond and Sisters OR	horsemanship
Lassen Co Fairgrounds	Backcountry Horseman's Educational Display	Susanville, CA	Display during Lassen County Fair
NcKenzie Ranger District Headquarters	Volunteer Crosscut Saw recertification	McKenzie Bridge, Oregon	To train/refresh trail volunteers in crosscut saw use and safety
	Same as above for 2012		

Training #4

Facility name:	Name of training session (if applicable):	Location (City, State):	Purpose:
K Falls Packing clinic	BCH pack clinic	K Falls OR	general packing skills
Soup Springs Camp, Modoc National Forest	BCHC, High Country Unit & American Hiking Association Work Party	Alturas, CA	Safety Training for Working Around Stock
Back Country Horsemen of Oregon	LNT Training for Stock Users	Big Meadows Horsecamp and Jefferson Wilderness, Oregon	3-day pack-in to learn and practice low impact skills for using stock in wilderness

Training #5

Facility name:	Name of training session (if applicable):	Location (City, State):	Purpose:
Patterson Guard Station, Modoc National Forest	Working Around Stock for members of American Hiking Assoc	Alturas, CA	Safety Training for Working Around Stock

Training #6

Facility name:	Name of training session (if applicable):	Location (City, State):	Purpose:
East Creek Trailhead & Equestrian Camp	Working Around Stock for members of CCC Crew	Alturas, CA	Safety Training for Working Around Stock

Q4. What was the affiliation of the pack stock or horsemanship training instructor(s)? Check all that apply for each training you have attended or facilitated in the past three years.

#	Question	Training #1	Training #2	Training #3	Training #4	Training #5	Training #6	Total Responses
1	Staff person hired by the training facility	1	1	0	1	0	0	3
2	Member of your party	4	2	2	1	0	0	9
3	Volunteer	11	9	3	3	1	1	28
4	Independent contractor (not affiliated with training facility or location)	1	1	1	0	0	0	3
5	Other: (Please specify.)	0	0	0	0	0	0	0
6	I don't know.	0	0	0	0	0	0	0

Statistic	Staff person hired by the training facility	Member of your party	Volunteer	Independent contractor (not affiliated with training facility or location)	Other: (Please specify.)	I don't know.
Min Value	1	1	1	1	-	-
Max Value	4	4	6	3	-	-
Total Responses	3	5	13	1	0	0

Q5. What was the average participant group size (including instructors) for pack stock or horsemanship training(s) you attended or facilitated in the past three years?

#	Answer		Response	%
1	1 - 5 people		1	6%
2	6 - 10 people		5	31%
3	11 - 20 people		3	19%
4	21 - 30 people		3	19%
5	30+ people		4	25%
	Total		16	100%

Q6. What was the average length (in days) of the pack stock or horsemanship training(s) you attended or facilitated in the past three years?

#	Answer		Response	%
1	1/2 day		4	25%
2	1 day		3	19%
3	2 - 3 days		9	56%
4	4 - 10 days		0	0%
5	11 - 14 days		0	0%
6	15+ days		0	0%
	Total		16	100%

Q7. Where are you typically traveling from when you attend or facilitate a pack stock or horsemanship training?

City	State
Elimra	Or
Canby	Oregon
Powell Butte OR	
Madras	or
Alturas	CA
Bend	OR
Klamath Falls	OR
Springfield	OR
Eugene	Oregon
Banks	Or
Maupin	Oregon
Bend	Oregon
Klamath Falls	Oregon
Klamath Falls	Or
Klamath Falls	Oregon
Dorris	Ca

Q8. On average, how much do you usually expect to pay per person each day he/she participates in a pack stock or horsemanship training? Provide an expected dollar amount in the box below.

\$ ____ per person per day.
25
50.00
100
20
\$10
100
25-50
50
100
\$50.00
\$25 to \$50
Volunteer (expenses)

Q9. Based on the above description and photos, would you consider using this facility in Central Oregon as it's currently developed for a pack stock or horsemanship training?

#	Answer	Response	%
1	Yes	27	100%
2	No	0	0%
	Total	27	100%

Q10. How important are the following participant amenities to you when you attend or facilitate a pack stock or horsemanship training? In question 11 and 12, we'll ask you about stock amenities and sleeping accommodations. Mark your preference for the following amenities to be provided by the facility when you attend or facilitate pack stock or horsemanship trainings.

#	Question	High This type of amenity is strongly desired or necessary when I attend or facilitate trainings. Offering this amenity should be a high priority.	Medium Having this type of amenity is nice or convenient when I attend or facilitate trainings. Offering this amenity should be a medium priority.	Low I feel this type of amenity is a low priority when I attend or facilitate trainings.	Don't Know / No Preference	Mean
1	Indoor classroom(s)	7	18	1	0	1.77
2	Outdoor classroom(s)	20	6	0	0	1.23
3	Covered pavilion or picnic shelter	14	11	0	0	1.44
4	Catered or provided meals	3	11	11	0	2.32
5	Indoor dining area	2	16	7	0	2.20
6	Indoor food prep area	4	16	5	0	2.04
7	Outdoor food prep area	4	13	5	1	2.13
8	Drinking water	23	2	0	0	1.08
9	Indoor restrooms with running water	5	15	6	0	2.04
10	Primitive restroom facilities (vault toilets)	11	9	4	1	1.80
11	Shower facilities	3	13	9	0	2.24
12	Campfire rings	10	10	4	1	1.84
13	Paved driveways onto the site	1	5	16	3	2.84
14	Access or shuttle service to a commercial airport	1	1	19	4	3.04

Q11. How important are the following stock amenities to you when you attend or facilitate a pack stock or horsemanship training? Mark your preference for the following amenities to be provided by the facility when you attend or facilitate pack stock or horsemanship trainings.

#	Question	High This type of amenity is strongly desired or necessary when I attend or facilitate trainings. Offering this amenity should be a high priority.	Medium Having this type of amenity is nice or convenient when I attend or facilitate trainings. Offering this amenity should be a medium priority.	Low I feel this type of amenity is a low priority when I attend or facilitate trainings.	Don't Know / No Preference	Mean
1	Pack animals and horses	11	6	8	0	1.88
2	Barn with secured storage	7	7	11	0	2.16
3	Barn with secured storage and indoor animal stalls	1	6	17	0	2.67
4	Covered corrals or feeding areas	3	7	15	0	2.48
5	Outdoor stock corrals with water troughs	20	6	0	0	1.23
6	Grazing area(s)	2	9	14	0	2.48
7	Stock equipment (harnesses, pack saddles, panniers, canvas bags and slings, tarps, ropes, etc.)	8	13	5	0	1.88
8	Stock feed and hay	4	10	12	0	2.31

Q12. How important are the following sleeping accommodations or amenities to you when you attend or facilitate a pack stock or horsemanship training? Mark your preference for the following amenities to be provided by the facility when you attend or facilitate pack stock or horsemanship trainings.

#	Question	High This type of amenity is strongly desired or necessary when I attend or facilitate trainings. Offering this amenity should be a high priority.	Medium Having this type of amenity is nice or convenient when I attend or facilitate trainings. Offering this amenity should be a medium priority.	Low I feel this type of amenity is a low priority when I attend or facilitate trainings.	Don't Know / No Preference	Mean
1	Tent camping sites	18	4	3	0	1.40
2	RV sites (no hook-ups)	11	11	3	0	1.68
3	RV sites (with hook-ups)	1	5	16	0	2.68
4	Indoor sleeping accommodations (shared bunkhouse)	1	10	14	0	2.52
5	Indoor sleeping accommodations (private rooms or cabins)	1	5	19	0	2.72
6	Backcountry camping equipment (sleeping bags, packs, tents, etc.)	2	6	18	0	2.62

Q13. List other amenities you feel are important to be provided by the facility during a pack stock or horsemanship training that were not listed in the previous three questions.

Text Response

Horse trailer turn around and being close two stock

I would just be happy with being able to attend a good pack clinic and get lots of hands on training

Wifi/ Cell Phone coverage Audio-Visual Sound system Copy machine "Store" Tshirts or other memorabilia

Stock water.

Stock vehicle turn a round and parking close-by. Areas dedicated to stock high lining if no corrals available. Use of perimeter areas for pack-in practice with stock, such as meadows adjacent to or near the Fish Lake station. Trails designed and built from station to take participants into Mt Washington and/or Mt Jefferson Wilderness for 3-day training events. LNT Train the Trainer and Master Trainer classes will need this capability. Absolutely fantastic possibilities here for truly excellent training for wilderness trail maintainers and builders of future generations.

Need large horse trailer parking and access.

Perimeter fencing to protect (contain) visiting horses and pack stock. Safe access to trails (I understand one may have to cross the highway to access the trails?) Ample parking for truck-trailer rigs

Folding chairs, Folding tables, First Aid supplies, Microphone or some type of speaker system,

People should bring and work on their own animals and equipment if they can. Some should be available for those who don't have any.

None at this time.

Q14. What would be the ideal length of time for a pack stock or horsemanship training? (Example: a few days, a week, a weekend, several weekends during the summer season, etc.)

Text Response

Summer season

A weekend or a couple of weekends one with an actual short trail ride with packs on to learn why things are done the way they are like even packs and how they lean if not even and hands on how to lead a string. Its easier for me to learn by actually doing rather than somebody just talking

Few days to a week

2-3 days

a few days

3 days

3 to 5 days

a few days but suggest introductory and more advanced sessions given sequentially or separately.

Two - three days

3-4 days

A week, though could be done in 5 days. Depends on the level of training. LNT Master Trainer class would require a week.

All of the above depending on the proposed training and number of sessions. If the area welcomed equine training, groups from all points of the State would consider using the area. The unique location that made it a FS packing station would also make the historic facilities would a great training area.

a long weekend

4-5 days

3-4 days

a few days (2-3)

week

A few days during late spring, early summer.

weekend with possibly a Fri or Mon included

A few days to a week depending on the experience of the audience and how advanced the course will be.

a few days or a weekend

Q15. How important are the following programs to you when you attend or facilitate a pack stock or horsemanship training?

#	Question	High This type of program is strongly desired or necessary when I attend or facilitate trainings. Offering this type of program should be a high priority.	Medium Having this type of program is attractive when I attend or facilitate trainings, but is not necessary. Offering this type of program should be a medium priority.	Low I feel this type of program is a low priority and does not affect whether or not I attend or facilitate a training.	Don't Know / No Preference	Mean
1	Leave no trace / Wilderness ethics	22	3	1	0	1.19
2	Leading pack stock on backcountry trails	18	7	1	0	1.35
3	Prepping and loading stock for backcountry travel	20	6	0	0	1.23
4	Wilderness first aide/ Wilderness responder/ Search and rescue	18	8	0	0	1.31
5	Natural history and ecology	11	11	3	0	1.68
6	Cultural history and interpretation	12	7	5	1	1.80
7	Certification / Re-certification	11	10	3	1	1.76
8	Wildland fire or natural hazard response or aide	11	13	2	0	1.65
9	Other: (Please specify.)	4	1	0	0	1.20
10	Other: (Please specify.)	4	0	0	0	1.00
11	Other: (Please specify.)	2	1	0	0	1.33

Other: (Please specify.)	Other: (Please specify.)	Other: (Please specify.)
Public Lands	Leadership	Organization
Safety Around Stock		
back country horse camping	packing tack and equipment	Pack animal orientation for the bicyclist
Emergency horse care in the backcountry	Hoof care in the backcountry	
packing and balance loads	meals and meal planning	selection of pack stock

Q16. How far would you be willing to travel for a pack stock or horsemanship training that had all of the amenities and programs you marked as a high priority in the previous survey questions?

#	Answer	Response	%
1	One hour drive (60 miles)	0	0%
2	Few hour drive (61 - 180 miles)	10	38%
3	1/2 days drive (181 - 360 miles)	9	35%
4	1 day drive (361 - 540 miles)	6	23%
5	2 day drive (541 - 1,000 miles)	1	4%
6	2+ day drive (1,001+ miles)	0	0%
	Total	26	100%

Q17. Would you consider using the Cascades Institute pack stock and horsemanship skills training center in Central Oregon over others you currently visit if it had the amenities and programs you marked as a high or medium priority?

#	Answer	Response	%
1	Yes	25	96%
2	No	1	4%
	Total	26	100%

Q18. If no, please explain.

Text Response

Never heard of it, don't know where it is located, it doesn't show up on a web search.

Q19. Is there anything else you would like to share with the Friends of Fish Lake regarding the development or needs of a pack stock or horsemanship training center in central Oregon?

Text Response

Fish lake was built as a pack station with mules and horses it need to maintain it's rich history in pack and saddle stock training ethics and skills .

You really need to quantify the demand. Is there enough to finance and maintain for the long term?
Great idea!

As I mentioned on previous page, this is a fantastic opportunity to provide thorough on-the-ground training in skills that will be necessary for future generations to carry on trail maintenance and repair in our wilderness and other public lands. If wilderness is to maintain its natural character, then pack stock will continue to be the best "tools" available to carry in necessary support supplies. Classes could also be presented to members of NW Youth Corps and other like agencies to train them to work with pack strings. BCHO members contribute thousands of hours each year as volunteer trail workers. Keeping this and other equine groups current and certified in saw and LNT skills is an ongoing effort. Training programs centralized in the Fish Lake facility would expedite this important work. Thank you for this survey!

Such a facility would be a great educational addition to all the surrounding areas. I support it completely.

I think this is a wonderful idea/project and wish you the best of success!

My father and my brother and I shod the mules used at the pack station at Fish Lake for many years. The packer had a home in Central Oregon and sometimes he would haul the string to our Blacksmith shop in Bend and the rest of the time we would travel up to Fish Lake and shoe the bunch. If I remember correct his last name was Vancycle. The need for more folks learning and practicing the skills he used everyday is very evident on our back country trail systems. I believe he not only maintained the trails himself but also used the Forest Service mules to help haul in equipment, supplies, and camping gear for employes and volunteers who were maintaining the trail system. Fish lake is such a beautiful spot and located in the ideal area to attract attendee's from the entire state.

Good luck and hope you can make it work.

Go ahead on.....

APPENDIX C: SUMMARY OF POTENTIAL PERMITTING MODELS

During the course of this study CPW facilitated discussions between Friends of Fish Lake and the USDA Forest Service, McKenzie River Ranger District to better understand what kind of activities would be appropriate and allowable for the historic Fish Lake site. This appendix summarizes lessons learned from those discussions and *potential* authorizations for the operation and management of the site.

Based on conceived programming, the McKenzie River Ranger District has suggested the most appropriate potential authorizations may be a (1) Memorandum of Understanding Agreement with supplemental Special Use Permit(s), (2) Participatory Agreement with supplemental Special Use Permit(s), (3) Organizational Camp Permit, or (4) Resort Permit. It is important to note the information contained within this appendix is subject to change and does not represent approval or authorization by the USDA Forest Service. Should the Friends of Fish Lake or other organization wish to pursue the development of conceived programming at the site, they would need to request a permit or agreement from the Willamette National Forest.

Table C-1: Operational Models and Permitting Options

	Memorandum of Understanding (MOU) Agreement with Special Use Permits	Participatory Agreement with Special Use Permits	Organizational Camp Permit with optional Preservation Permit	Resort Permit with optional Preservation Permit
Duration	5 years	5 years	Up to 20 years (with 2 years trial or probationary period)	Up to 20 years (with 2 years trial or probationary period)
Site Use	MOU does not authorize occupancy of the site. Activities related to site stewardship, such as building preservation and volunteer work days, are permitted.	A participatory agreement does not authorize occupancy of the site. It is intended to allow the USDA Forest Service and cooperator to enter a partnership agreement. Food can be served on site. No alcohol sales permitted.	Permit holder will be responsible for managing and operating the site. Activities are intended to be self-sustaining or not-for-profit. Activities and programming on-site could potentially fall under separate permits. Off-site use, such as outfitting or guiding, may be covered under an auxiliary use of the organizational camp permit or require an additional permit. Alcohol can be served on a limited basis under separate event permit. Organizations other than managing body who are interested in site stewardship, such as building preservation or volunteer work days, may wish to obtain an optional preservation permit.	Permit holder will be responsible for managing and operating the site. Activities are intended to be profitable. Activities and programming on-site could potentially fall under separate permits. Off-site use, such as outfitting or guiding, may be covered under an auxiliary use of the organizational camp permit or require an additional permit. Alcohol is permitted. Organizations other than managing body who are interested in site stewardship, such as building preservation or volunteer work days, may wish to obtain an optional preservation permit.
Programming	Occasional programs and events facilitated by an external organization may occur on site that are in-keeping with the overall mission of the USDA Forest Service.	Any programming occurring on site must include training and development, forestry protection, or development of educational publications. Any programming on site must have at least some form of youth education. "Youth" may encompass families, K-12 students, or college students.	Programming may occur on a routine basis that is in keeping with the overall mission and goals of the USDA Forest Service. Programming may include youth education, but is not required. Programs that serve at risk youth or individuals with disabilities are eligible for reduced fees.	Programming possibilities are flexible. No youth education or food and alcohol restrictions. Offering restaurant facilities and entertainment on-site is permitted.

	Memorandum of Understanding (MOU) Agreement with Special Use Permits	Participatory Agreement with Special Use Permits	Organizational Camp Permit with optional Preservation Permit	Resort Permit with optional Preservation Permit
Site Development & Maintenance	<p>No to minimal site development. New construction may be allowed. Permit holder agrees to keep the site in an "as-is" condition. Anything installed on site will become USDA property.</p> <p>USDA Forest Service assumes full responsibility for the maintenance and operation of the site. Restoration and improvement projects completed by an external organization is subject to approval by the Willamette National Forest.</p>	<p>No to minimal site development. New construction may be allowed. Permit holder agrees to keep the site in an "as-is" condition. Anything installed on site will become USDA property.</p> <p>USDA Forest Service assumes full responsibility for the maintenance and operation of the site. Restoration and improvement projects completed by an external organization is subject to approval by the Willamette National Forest.</p>	<p>Necessary site improvements are likely. New construction may be allowed. Permit holder agrees to keep the site in an "as-is" condition. Anything installed on site will become USDA property.</p> <p>Permit holder assumes responsibility for day-to-day maintenance and operation of the site. Capital improvement costs may be used to off-set permit fees. Depending on the type, cost, and timing of improvements, the USDA Forest Service may be willing to cover all or part of costs.</p>	<p>Necessary site improvements are likely. New construction may be allowed. Permit holder agrees to keep the site in an "as-is" condition. Anything installed on site will become USDA property.</p> <p>Permit holder assumes responsibility for day-to-day maintenance and operation of the site. Capital improvement costs may be used to off-set permit fees. Depending on the type, cost, and timing of improvements, the USDA Forest Service may be willing to cover all or part of costs.</p>
Rental	<p>Public rentals of the cabins may continue. USDA Forest Service will be responsible for the operation and reservation of the cabins.</p>	<p>Public rentals of the cabins may continue. USDA Forest Service will be responsible for the operation and reservation of the cabins.</p>	<p>Cabin rental program may be continued for the general public or be used exclusively by the permit holder.</p> <p>Permit holder can assume responsibility for operation and reservation of cabins, including fee schedule. <i>OR</i> Operation and reservation of the cabins can remain the responsibility of the USDA Forest Service.</p> <p>If managing body assumes responsibility, rental fees can be used as a source of income for that organization.</p>	<p>Cabin rental program may be continued for the general public or be used exclusively by the permit holder.</p> <p>Permit holder can assume responsibility for operation and reservation of cabins, including fee schedule. <i>OR</i> Operation and reservation of the cabins can remain the responsibility of the USDA Forest Service.</p> <p>If managing body assumes responsibility, rental fees can be used as a source of income for that organization.</p>

	Memorandum of Understanding (MOU) Agreement with Special Use Permits	Participatory Agreement with Special Use Permits	Organizational Camp Permit with optional Preservation Permit	Resort Permit with optional Preservation Permit
Permit Holder	Agreement between external organization and USDA Forest Service. Any programming on site (i.e. trainings, courses) will require a permit <i>per</i> event. User groups, or facilitator of programs on site will request and hold a special use permit.	Agreement between cooperator and USDA Forest Service. Any programming on site (i.e. trainings, courses) will require a permit per event. User groups, or facilitator of programs on site will request and hold a special use permit.	Managing body will hold permit for programming on site.	Managing body will hold permit for programming on site.
Permit Fee	No associated fees. User groups will be responsible for special use permit fees.	No associated fees. User groups will be responsible for special use permit fees.	Minimum of \$300. Fee based on 5% land value of acreage (~17 acres), 5% of facilities value, and varying percentage of revenue generated. It is possible to off-set any fee over the \$300 minimum with capital improvement projects of greater or equal value. Permit fees may also be reduced in proportion to the number of at risk youth or disabled individuals being served.	Fees are based on revenue generated compared to fixed assets on site. All resort fees could potentially be waived with capital improvement projects of greater than or equal value.
Liability Insurance Requirement?	No	No	Yes; The minimum coverage requirement for a combined single limit insurance policy is \$500,000.	Yes; The minimum coverage requirement for a combined single limit insurance policy is \$500,000.
Expected Staffing Levels	None. <i>OR</i> Site-host or Volunteer Coordinator.	None. <i>OR</i> Site-host or Volunteer Coordinator.	Minimum: Program Director, Marketing and Outreach Coordinator, and Seasonal worker.	Minimum: Program Director, Marketing and Outreach Coordinator, and Seasonal worker.

	Memorandum of Understanding (MOU) Agreement with Special Use Permits	Participatory Agreement with Special Use Permits	Organizational Camp Permit with optional Preservation Permit	Resort Permit with optional Preservation Permit
Revenue Generation	Revenue generation is not permitted. Programming on site may be funded by private donations or grants.	Revenue generation benefits both the cooperator and USDA Forest Service. Federal monies may be used for programming under the agreement whereas the cooperator's contribution is no less than 20%. (Contributions may include cash, volunteer labor, or real property.) Revenue restrictions apply.	Revenue generated is permitted through programming (i.e. participant fees) and other sources. Programming is intended to self-sustaining and cover operational and administrative costs. Revenue can be paid directly to managing body. Portion of revenue is billable to the USDA Forest Service and permit holder must report earnings.	Revenue generated through programming (i.e. participant fees) and other sources can be paid directly to managing body. Operations under this permit are intended to be profitable. Portion of revenue is billable to the USDA Forest Service and permit holder must report earnings.
Compliance Needed	Intended site user will need to request an MOU agreement from the Willamette National Forest. Site users, other than those specified in the agreement, will need to request a special use permit for programming on site.	Intended site user will need to request the participatory agreement from the Willamette National Forest. Site users, other than those specified in the agreement, will have to request a special use permit for activities and programming. Any building construction, significant improvements to eligible resources, or ground disturbance is subject to NEPA compliance. Site user specified on agreement will be responsible for undergoing the compliance process in partnership with the USDA Forest Service.	The organization wishing to occupy the site will need to request permit from the USDA Forest Service, Willamette National Forest. Permits are issued by the Forest Supervisor. Any building construction, significant improvements to eligible resources, or ground disturbance is subject to NEPA compliance. Permit holder will be responsible for undergoing the compliance process in partnership with the USDA Forest Service.	The organization wishing to occupy the site will need to request permit from the USDA Forest Service, Willamette National Forest. Permits are issued by the Forest Supervisor. Any building construction, significant improvements to eligible resources, or ground disturbance is subject to NEPA compliance. Permit holder will be responsible for undergoing the compliance process in partnership with the USDA Forest Service.

APPENDIX D: POTENTIAL USER GROUPS AND PARTNERS

This appendix provides a listing of potential user groups, partners, and case studies identified during this study, as well as their *potential* interest and capacity. It is important to note many respondents were unable to definitely say what the extent of their interest or capacity could be without knowing further details on the development, operation, and management structure of future programming.

Potential User Groups

D-1: Potential user groups INTERVIEWED OR SURVEYED by CPW for this study and their interest in using or facilitating programming at the Fish Lake site

	Yes	No	Potentially
Organizations			
Adventures in Preservation			X
McKenzie Watershed Council			X
Northwest Youth Corps	X		
Oregon Backcountry Horsemen (OBCH)	X		
Oregon Equestrian Trails	X		
Oregon Wild			X
Pacific Crest Trail Association	X		
Educational Institutions			
Clatsop Community College			X
Springfield Public Schools	X		
University of Oregon, Environmental Studies program	X		
University of Oregon, Historic Preservation Program			X
University of Oregon, Outdoor Pursuits Program		X	
Government Agencies			
Crater Lake National Park, Trails Crew	X		
John Day Fossil Beds National Monument			X
Lewis and Clark National Historic Site			X
Oregon Parks and Recreation, Oregon Heritage		X	
Oregon Historic Trails Advisory Council	X		
Total	8	2	7
Percentage of Total	47%	12%	41%

D-2: Additional potential user groups identified prior to this study.¹⁵

Organizations

Boy Scouts

Girl Scouts

National Outdoor Leadership School (NOLS)

NW Outward Bound School

Pacific NW National Scenic Trail Association

Educational Institutions

University of Oregon, Outdoor Program

Linn-Benton Community College

Oregon State University

Sisters Public Schools

Government Agencies

Oregon Caves National Monument

Lava Beds National Monument

D-3: Additional potential user groups suggested by study respondents.¹⁶

Organizations

Wild Rockies Field Institute

Educational Institutions

Eugene Public Schools (5th & 6th grade students)

Central Oregon Community College

Government Agencies

Oregon State Parks and Recreation (Trails Crew)

Nearby USDA Forest Service districts

Fort Vancouver National Historic Site

¹⁵ Organizations, academic institutions, or government agencies did not respond to CPW's request to participate in this study.

¹⁶ Organizations, academic institutions, or government agencies suggested by interview or study respondents. CPW did not attempt to contact these potential user groups during this study.

Potential Partners

D-4: Potential user groups INTERVIEWED OR SURVEYED by CPW for this study and their interest in partnering with the Friends of Fish Lake or future conceived education and skills training center.

	Yes	No	Maybe	Potential Capacity
Organizations				
Adventures in Preservation			X	Advisory for curriculum development. Planning and development stakeholder.
Backcountry Horsemen & Equestrian Groups*	X			Advisory on curriculum development. Advocacy, networking, and promotion.
Northwest Youth Corps	X			Planning and development stakeholder. Advisory on curriculum development. Advocacy, networking, and promotion.
Oregon Wild			X	Cross-marketing, exposure, and promotion. May be interested in co-sponsoring or facilitating presentations. Advisory for curriculum development.
Pacific Crest Trail Association	X			Planning and development stakeholder.
Educational Institutions				
Clatsop Community College	X			Facilitate or instruct trainings and workshops on site.
Lane Community College			X	<i>Unsure.</i>
Springfield Public Schools			X	<i>Unsure.</i>
University of Oregon, Environmental Studies program	X			curriculum development unless it was a service-learning project relevant to their students) Planning and development stakeholder. Potentially have college students as counselors for select programming.
University of Oregon, Historic Preservation Program	X			Hired instructor or advisor on programming; Contact for preservation professional network (subject matter experts and instructors)
University of Oregon, Outdoor Pursuits Program		X		
Government Agencies				
Crater Lake National Park (Jennifer Gifford, Trails Supervisor)	X			Facilitate or instruct trainings. Provide program development advice and subject area expertise. Planning and development stakeholder.
John Day Fossil Beds National Monument		X		
Lewis and Clark National Historic Site			X	Advisory
Oregon Heritage Commission			X	Advisory, grant funding (building conservation, education, interpretation, and heritage tourism), and promotion.
Oregon Historic Trails Advisory Council	X			Assist with curriculum development. Advisory.
Total	8	2	8	
Percentage of Total	44%	11%	44%	

D-5: Additional potential partners identified prior to this study.¹⁷

	<i>Potential Capacity</i>
Organizations	
Clear Lake Resort	Lodging and meals.
Restore Oregon	
HJ Andrews Experimental Forest	
South Santiam Community Forest Project	
Sand Mountain Society	
Linn County Historical Society	
Travel Lane County	
Camp White Branch	
Big Lake Youth Camp	
Albany Visitors Association	
Government Agencies	
Lewis and Clark National Historic Site (park education programs)	
State Historic Preservation Office	Advisory. Grant funding.
Linn County Parks and Recreation	

D-6: Additional potential user groups suggested by study respondents.¹⁸

	<i>Potential Capacity</i>
Organizations	
American Institute of Architects	Professional accreditation.
Oregon Experience (Adren Corey)	Cross-cut saw training instructor
McKenzie River Drift Boat Museum (conceptual)	
Grey Family Foundation	Funding and consultation on outdoor schools for K-12 students
Oregon Community Foundation, Environmental Education Program	Funding and consultation on outdoor schools for K-12 students
Trails to Linn County	
Oregon Historical Society	
Educational Institutions	
Oregon Institute of Technology	Natural resource and ecology course instruction
Crater Lake Science and Learning Center	

¹⁷ Organizations, academic institutions, or government agencies did not respond to CPW's request to participate in this study.

¹⁸ Organizations, academic institutions, or government agencies suggested by interview or study respondents. CPW did not attempt to contact these potential partners during this study.

Case Studies

D-6: Case studies analyzed during this study.

- Arthur Carhart National Wilderness Training Center, Montana
- HJ Andrews Experimental Forest, Oregon
- Ninemile Wildlands Training Center, Montana
- Outdoor Stewardship Institute (OSI), Colorado
- Region 5 Pack Stock Centers of Excellence (COE), California
- Siskiyou Field Institute, Oregon
- The Murie Center, Wyoming
- Wild Rockies Field Institute, Montana
- Yellowstone Association Institute (YAI), Montana

D-7: Additional case studies suggested by study respondents.¹⁹

- Allingham Fire Guard Station, Oregon
- Brighton Bush at Detroit Lake, Oregon
- California State Parks (preservation trainings), California
- Center for Sustainable Forestry at Pack Forest, Washington State
- Cottage Grove Outdoor School, Oregon
- HOPES (National Park Service sponsored hands-on preservation training for urban youth), nationwide
- Multnomah County Outdoor School, Oregon
- OMSI Outdoor School at John Day National Monument (Camp Hancock), Oregon
- Preservation Trades Network (PTN), nationwide
- Silver Falls Historic Preservation Training, Oregon
- Sky Camp, Oregon
- University of Oregon's Outdoor Pursuits Programs, Oregon
- Virginia City Historic Preservation Training Center, Montana
- White Grass at Grand Teton National Park Preservation Center, Wyoming
- Youth Summit, Washington State

¹⁹ Case studies or operational models suggested by interview or study respondents. CPW did not attempt to contact these potential case studies during this study.