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Bureau of Land Management

BLM Campbell Creek Science Center Recreation Fee Site Business Plan



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BLM Campbell Creek Science Center (CCSC)

Recreation Fee Site Business Plan

Recommendations, Reviews, and Approvals

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This business plan was prepared pursuant to the “Federal Lands Recreation Enhancement Act, 2004” (P.L. 108-447) and the BLM recreation fee program policy. It establishes future management goals and priorities for the Recreation Use Program at the Campbell Creek Science Center.

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1 Executive Summary of Proposed Changes

This business plan was prepared pursuant to the Federal Lands Recreation Enhancement Act (FLREA) of December 2004 (P.L. 108-447), and Bureau of Land Management (BLM) recreation fee program policy and manual direction. FLREA provides the BLM current authority to establish, modify, charge, and collect recreation fees at Federal recreational lands and waters.

The mission of the BLM Campbell Creek Science Center (BLM CCSC) is to engage all learners in outdoor experiences to increase appreciation, connection, and stewardship of Alaska’s public lands and natural resources. BLM CCSC is located on the Campbell Tract, 730 acres of public land in Anchorage, Alaska. The site provides Enhanced Interpretive Programs (Table 1) and experiences for more than 41,000 annual visitors. In addition, it serves as the primary education and interpretation outreach entity for BLM Alaska, providing programs throughout the state to more than 5,000 members of the public. The BLM CCSC provides group day-use of its facility sites for governmental, private, and nonprofit groups that provide training, visitor services, recreation experiences, government, and science-based services in Alaska. Fees for group day-use sites and from the expanded amenity interpretive programs stay onsite and are used primarily for operations costs related to the wages for the BLM temporary employees who provide visitor services and interpretive programming for the public.

This business plan proposes updating BLM CCSC’s FLREA fee structure to 1) diversify and create dynamic, multigenerational programs and 2) establish group site use to attract a wide range of audience to BLM CCSC opportunities. After careful consideration of the current fee program and the anticipated revenues and expenditures as outlined in this document, as well as comparison with other regional and local recreation providers, the following fee changes are recommended, pursuant of FLREA 6802(g)(2)(C)(D)(F)(G) and 6802(h), (Table 1):

Table 1: BLM CCSC Existing and Proposed FLREA Fees

Existing Fee Schedule	Per Program	Amount	Weekend
<i>(F) Enhanced Amenity Interpretive Programs</i>			
Field Trip/Program (individual)	3 Hour	\$12.00	
Field Trip/Program (individual)	6 Hour	\$24.00	
<i>(C) Group Day-Use of Sites</i>			
Full Facility (Half Day)	4 Hour	\$780.00	\$1,100.00
Full Facility (Full Day)	8 Hour	\$1,460.00	\$2,160.00
Multipurpose Room (MPR) (Half Day)	4 Hour	\$420.00	\$605.00
Multipurpose Room (MPR) (Full Day)	8 Hour	\$825.00	\$1,120.00
Classroom (Half Day)	4 Hour	\$230.00	\$420.00
Classroom (Full Day)	8 Hour	\$420.00	\$780.00
Kitchen (Half Day) (may only be rented with another site)	4 Hour	\$130.00	\$130.00
Kitchen (Full Day) (may only be rented with another site)	8 Hour	\$205.00	\$205.00

Proposed Fee Schedule	<i>Per</i>	<i>Amount</i>	<i>Minimum Use</i>
<i>(F) Enhanced Interpretive Programs or Special Tours</i>			
Field Trip (individual)	30 Min	\$2.00	
Field Trip (individual)	1 Hour	\$4.00	
Special Enhanced Interpretive Program - Public (Type 1)	Individual	\$5.00	
Special Enhanced Interpretive Program - Public (Type 2)	Individual	\$10.00	
Special Enhanced Interpretive Program - Public (Type 3)	Individual	\$15.00	
Special Enhanced Interpretive Program - Public (Type 4)	Individual	\$25.00	
Special Enhanced Interpretive Program - Public (Type 5)	Individual	\$50.00	
Distance Learning/Virtual Program (individual)	1 Hour	\$5.00	
Distance Learning/Virtual Program (group, max 30)	1 Hour	\$140.00	
<i>(C) Equipment Rental</i>			
	<i>Program</i>		
Type 1	Individual	\$5.00	
Type 2	Individual	\$10.00	
<i>(C) Group Day-Use of Sites</i>			
	<i>Site Use</i>		<i>Minimum Use</i>
Full Facility	Hour	\$200.00	4 Hours
Multipurpose Room (MPR)	Hour	\$110.00	4 Hours
Classroom	Hour	\$60.00	4 Hours
Kitchen (may only be rented with another site)	Hour	\$40.00	4 Hours
(D) Outdoor Electric Day-Use Site	Day	\$50.00	1 Day
<i>(G) Use of Reservation System for Programs</i>			
	<i>Program requirements</i>		
<i>(G) Federal Interagency Passes Available for Sale</i>			
	<i>Program requirements</i>		

Modifications to the fee change structure are necessary to meet business operational needs. Since BLM CCSC was established, programming has diversified to include a broader spectrum of Enhanced Interpretive experiences for the public. In addition, group use of the facility has varied in times of day and lengths of time onsite. Adjusting and expanding the fee structure will enable BLM CCSC to better meet needs of the recreating public for access to diverse programming and day-use locations. Most of the revenue from fees collected is used for hourly wages for BLM CCSC education technician staff who present the Enhanced Interpretive programs and experiences and provide customer service for prospective and existing customers. Remaining revenue goes to facility and campus maintenance and equipment.

This business plan has been prepared to meet the criteria defined in the Federal Lands Recreation Enhancement Act, 2004 (FLREA). The Bureau of Land Management (BLM) originally began collecting fees for the recreational use of public lands under the authority of the Federal Land Policy and Management Act (1976) (FLPMA). The FLREA provides the BLM with the authority to establish, modify, charge, and collect Expanded Amenity Recreation Fees at Federal recreation lands and waters. FLREA allows collected expanded amenity recreation fees to be retained locally and furthermore outlines how

revenues are to be used for such things as facility repair, maintenance, enhancement, interpretation, visitor information, visitor services, visitor needs assessments, signs, habitat restoration, law enforcement related to public use and recreation, and direct operating or capital costs associated with the recreation and visitor services program.

At the BLM CCSC, the recreational use of the facility and programs is managed through the recreation use permit program using the expanded amenity recreation fee to fund visitor services, interpretive program operations, and facility enhancements. The BLM CCSC's programs are considered FLREA expanded amenity enhanced interpretive experiences. BLM CCSC also has group day use sites. The site maintains the required amenities to qualify for use of this fee.

The data used to analyze and prepare this business plan was obtained through internal BLM tracking and accounting mechanisms such as the Recreation Management Information System (RMIS), Collections and Billings System (CBS), Federal Business Management System (FBMS), and other locally generated recreation and visitor use tracking spreadsheets. For more detailed information, contact the BLM CCSC. Some data may be subject to Privacy Act requirements.

1.1 Background and Authorities

This business plan has been prepared to meet the criteria defined in the "Federal Lands Recreation Enhancement Act 2004" (P.L.108-447). The authorities and regulations for this business plan are:

- **The Federal Land Policy and Management Act (FLPMA), 1976**, [Public Law 94-579], contains BLM's general land use management authority over the public lands, and establishes outdoor recreation as one of the principal uses of those lands. Section 302 (b) of FLPMA directs the Secretary of the Interior to regulate through permits or other instruments the use of the public lands. Section 303 of FLPMA contains BLM's authority to enforce the regulations and impose penalties.
- **The Federal Lands Recreation Enhancement Act (FLREA), 2004**, repealed applicable portions of the Land and Water Conservation Fund Act and replaced BLM's authority to collect recreation fees in 2004. This current law authorizes BLM to collect recreation fees at sites that meet certain requirements, allows BLM to keep the fee revenues at the local offices where they were collected, and directs how BLM will manage and utilize these revenues. FLREA also established the America the Beautiful – The National Parks and Federal Recreational Pass Program.
- **43 CFR 2930: Permits for Recreation on Public Land**

This business plan has also been prepared pursuant to all applicable BLM recreation fee program policies and guidance, including:

- BLM Recreation Permits and Fees Manual 2930
- 2014 BLM Recreation and Fees Administration Handbook (2930-1 Handbook)

The BLM strives to manage recreation and visitor services to serve the diverse visitor outdoor recreation demands while helping to maintain sustainable setting conditions needed to conserve the public lands, so the visitors' desired recreation choices remain available. The BLM's goals for delivering recreation benefits from BLM-administered lands and waters to the American people and their communities are to:

- Improve access to appropriate recreation opportunities,
- Ensure a quality experience and enjoyment of natural and cultural resources, and
- Provide for and receive fair value in recreation.

2 Introduction

2.1 Fees and Business Plan Requirement

Under FLREA, an expanded amenity fee may be charged for the use of certain facilities or services. In this case, (c) rental of cabins, boats, stock animals, lookouts, historic structures, group day-use site or overnight sites, audio tour devices, portable sanitation devices, binoculars or other equipment, (f) participation in an enhanced interpretive program or special tour, and (g) use of reservation services.

According to BLM Handbook 2930-1, Recreation Permits and Fees (Rel. 2-300, dated November 17, 2014), each recreation fee program must have an approved business plan that comprehensively discusses fees and how fees are consistent with the FLREA fee criteria. Business plans assist management in determining the appropriateness and level of fees, evaluating the cost of administering a fee program, calculating the expected benefits provided for the public, and developing a structured communication and marketing plan. This plan serves as public notification of the objectives for the use of the recreation fee revenues and offers the public an opportunity to comment on proposed changes. Expanded amenity recreation revenues are deposited in the BLM CCSC (LVRDAK20000 and LVRDAK080000) recreation fee accounts.

This business plan encompasses descriptions of the fee site, proposed fee changes, associated operating costs, financial analysis, and the impacts of the fee changes. The business plan will assist the BLM CCSC in meeting BLM and the administration’s visitor service goals. This plan covers all previously authorized fees associated with the BLM CCSC and outlines proposed changes and additions to fee structures to provide a diversity of programs for participants and visitors.

This plan includes analysis of data from internal BLM tracking and accounting mechanisms such as RMIS, CBS, FBMS, and other locally generated recreation and visitor use tracking spreadsheets. For more detailed information, contact the BLM CCSC. Some data contained in these systems may be subject to Privacy Act requirements.

2.2 Environmental Justice

Consistent with Department of Interior (DOI) and BLM priorities, the BLM CCSC seeks to achieve environmental justice, equity, diversity, inclusion, and accessibility and make a difference in Alaskan communities through environmental education, interpretation, and outreach. This includes to:

- encourage, facilitate, and improve partnership with and access for youth, tribes and underserved communities to public lands through environmental education;
- improve public health and safety at developed recreation sites and areas by updating and modernizing infrastructure—including meeting accessibility standards for people with disabilities;
- provide accessible and culturally appropriate opportunities for low-income, minority and linguistically isolated stakeholders to meaningfully participate in environmental education experiences;

- invite education, interpretation, and recreational access for all Americans, especially for diverse populations and those near urban areas to encourage enjoyment of BLM-managed public lands and waters;
- collaborate with community members, government organizations, nonprofit organizations, academic institutions, and other stakeholders to address environmental and health-related challenges for environmental education;
- enhance understanding of environmental and health-related issues at the community level.
- provide information, tools and resources to stakeholders on environmental education as a mechanism for environmental justice;
- improve methods for identifying, addressing, tracking, and measuring progress toward achieving environmental justice; and
- develop and support youth education and outreach programs.

3 Background

3.1 Area Description

The BLM Campbell Creek Science Center is an environmental education center located on the 730-acre BLM Campbell Tract in Anchorage, Alaska (Figure 1). The BLM CCSC is organized within the Anchorage District Office and utilizes the Campbell Tract lands managed by the Anchorage Field Office. BLM CCSC works closely with BLM Alaska offices and partner organizations to provide diverse learning opportunities for the public.

Visitors have access to creeks, forests, meadows, and a rich abundance of plants and wildlife on the campus. The Campbell Tract's twelve miles of biking and hiking trails are frequently used during BLM CCSC's Enhanced Interpretive Programs and tours. BLM CCSC and Campbell Tract are situated on the eastern edge of Anchorage and create a gateway that connects public lands managed by BLM, Municipality of Anchorage (Far North Bicentennial Park), Alaska State Parks (Chugach State Park), and the U.S. Forest Service (Chugach National Forest).

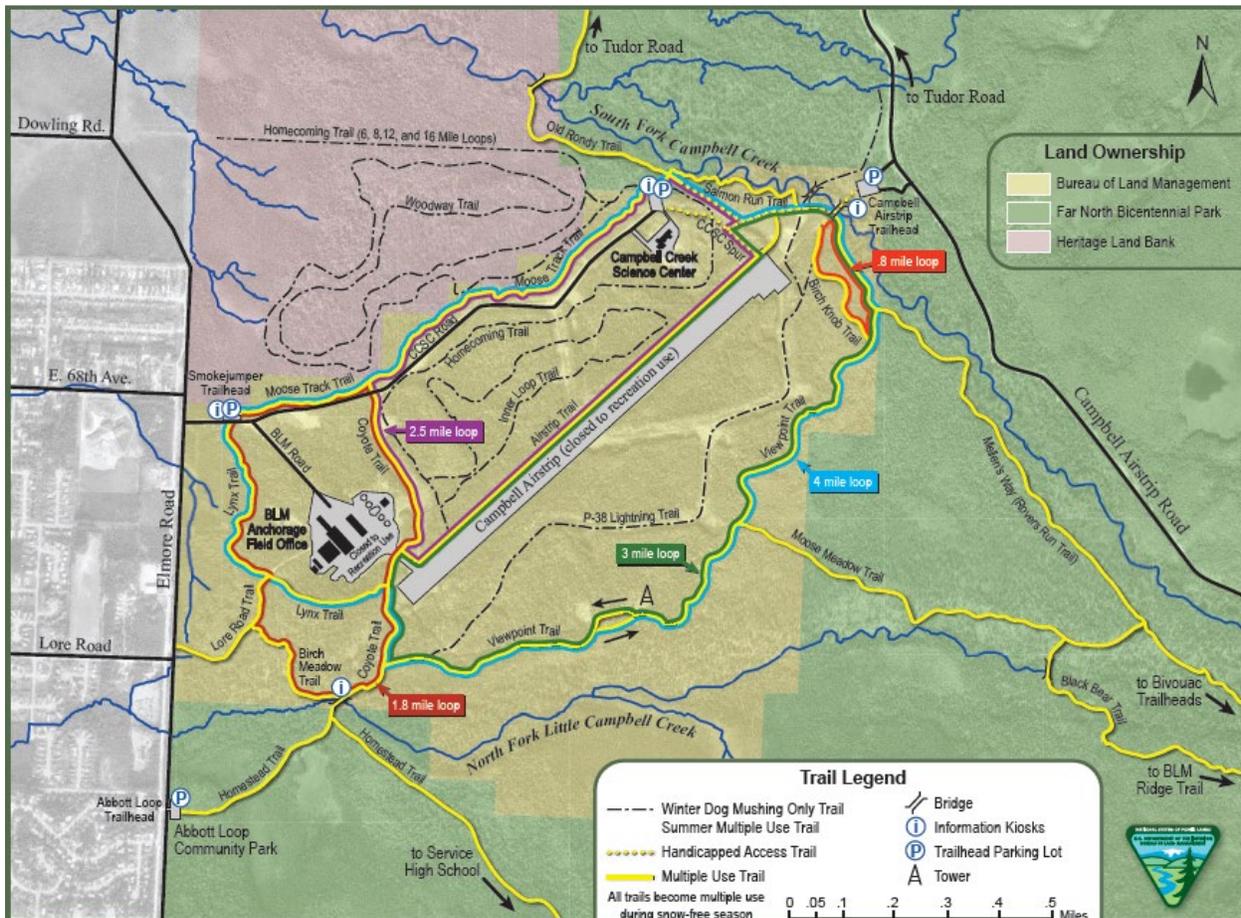


Figure 1: BLM Campbell Tract

Within the umbrella of BLM’s mission, BLM CCSC engages all learners in outdoor experiences that increase appreciation, connection and stewardship of Alaska’s public lands and natural resources. The BLM CCSC’s outdoor science and natural resources education and interpretation programs are designed for and presented to adults, children and youth (ages 0-18)¹, and multigenerational audiences to engage them in Alaska’s natural environment. These include:

- **6802(g)(2)(F) Expanded Amenity Enhanced Interpretive Programs and Special Tours:**
 - **Field Trip Experiences:** Students join BLM CCSC for engaging nature-based field trips that connect their classroom lessons to natural history and natural resources career fields.
 - **Public Programs:** BLM CCSC puts on regular public interpretive natural resources programs for the public. This includes evening lectures by scientists, naturalist talks, interpretive walks, and workshops about Alaska’s natural resources and public lands.

¹ For the remainder of this document, children and youth (ages 0-18) are described collectively under the name “youth”.

- **Public Events:** BLM CCSC hosts a variety of public events throughout the year, including International Archaeology Day, the Iditarod Ceremonial Start, and National Public Lands Days (NPLD).
- **Volunteer Opportunities:** BLM CCSC also provides individual and group volunteer opportunities to an average of 1,474 people per year through grounds projects, NPLD, and program chaperoning.
- **6802(g)(2)(C) Group Fee Sites for Day-Use:** Group day-use sites for organizations in recreation, natural resources, related nonprofits, and government fields to hold trainings or professional gatherings.

BLM CCSC opened to the public in 1996. It was constructed through specially appropriated funding from Congress to provide outdoor learning experiences on BLM-managed public lands for residents of Alaska. At its creation, the BLM CCSC formally partnered with 19 organizations under a Memorandum of Understanding. In 2015, BLM CCSC received an expanded mandate from BLM Alaska to provide environmental education opportunities for Alaskans throughout the state for consistent implementation of the State’s Education Interpretation and Youth Engagement (EIYE) step-down strategy.

Through statewide outreach, BLM CCSC works closely with BLM Alaska’s offices to provide education and interpretation support. The statewide support components of BLM CCSC’s work utilize base operational funding allocated by Congress. The FLREA funds are dedicated to onsite use associated with the recreation fee site, including enhanced interpretive program experiences and visitor use of facility.

Funding for BLM CCSC is composed of appropriated funding, FLREA revenue, and contributed funds. Contributed funds are allocated by the affiliated Friends of the Campbell Creek Science Center (Friends Group), as well as through organizations such as the Anchorage School District via the 21st Century Community Learning Centers afterschool program². The nonprofit Friends Group assists the Center by fundraising non-government revenues and recruiting volunteers. The Friends Group has raised more than \$200,000 to date. Volunteers contribute an average of \$160,000 in-kind support annually. Mention of these funding sources is provided for context; these funding sources are not incorporated into this FLREA recreation business plan.

BLM CCSC was part of the original Recreation Fee Demonstration Program, which later became part of FLREA. The FLREA revenue is directly invested back to the site through 1) staffing of BLM temporary employees, who develop and deliver the expanded amenity enhanced interpretive field trip programs and provide customer service for existing and potential customers, and 2) facility upkeep and visitor experiences.

The focus of this business plan is on FLREA-based experiences that take place onsite at the BLM CCSC³.

² The 21st Century Community Learning Centers afterschool program is a federal grant-based initiative, which typically contributes \$15,000 annually during the five-year grant cycles (approximately \$75,000 in the five-year lifespan of the grant).

³ This plan was prepared during the Covid-19 pandemic. The Covid-19 pandemic led to the temporary closure of the facility beginning in March 2020. As such, the FY2020 and FY2021 numbers are not included in this analysis due to the anomaly the time has had on the site’s visitation and FLREA revenue.

3.2 Visitor Demographics

Alaska has a population of 733,391 people, with 291,247 living in the Municipality of Anchorage and 107,081 in the Matanuska-Susitna Borough (United States Census Bureau, 2021). Anchorage is the most populous city in Alaska.

The median household income for the Municipality of Anchorage is \$84,928 (2015-2019) with 8.3% of the population living below the poverty level. The median age is 35 (State of Alaska Department of Labor and Workforce Development, 2021); 24% are persons under the age of 18 and 49.1% of the population is female (United States Census Bureau, 2021). Anchorage is racially composed of 63.8% Whites (non-Hispanic), 10% Asians, 9.4% Hispanic or Latinos, 9.1% American Indians or Native Alaskans, 6.0% Blacks or African Americans, 2.8% Hawaiian or other Pacific Islander, and 8.4% two or more races (United States Census Bureau, 2021).

In the Matanuska-Susitna Borough, the median household income is \$75,493 with 8.7% living below the poverty level (United States Census Bureau, 2021). The median in the Matanuska-Susitna Borough is 36.2 (State of Alaska Department of Labor and Workforce Development, 2021); 26.4% are under 18 years old and 48.1% of the population is female (United States Census Bureau, 2021). The Matanuska-Susitna Borough is racially composed of 82.5% Whites (non-Hispanic), 7% two or more races, 6.9% American Indians or Native Alaskans, 5.2% Hispanic or Latinos, 1.7% Asians, 1.3% Blacks or African Americans, and 0.4% Hawaiian or other Pacific Islander (United States Census Bureau, 2021).

Alaska is the twelfth most diverse state in the United States (United States Census Bureau, 2021). Anchorage has a diversity index of 66.7% (United States Census Bureau, 2021), meaning it ranks in the top 15th percentile for diversity in the nation and has three of the most ethnically diverse neighborhoods in the country, according to 2013-2014 census data. Anchorage School District has the top 26 most diverse public schools in the country, including the 19 most diverse elementary schools, 3 most diverse high schools, and 5 of the most diverse middle schools in the nation (Tunseth, 2015). The Matanuska-Susitna Borough has a diversity index of 41.1% (United States Census Bureau, 2021). BLM CCSC takes diversity into account when designing programs to ensure they meet the interests and needs of Alaska's diverse population.

BLM CCSC serves a diverse multigenerational visitor audience. The BLM CCSC receives more than 41,000 annual visitors onsite (Figure 2), including an average of 22,000 youth and 16,000 adult visitors. Visitors attend BLM CCSC's more than 200 annual interpretive and environmental education programs and events. In addition, visitors use BLM CCSC's group day use site. For example, from 2005-2019, BLM CCSC provided facility day-use sites to Trailside Discovery Camp (TDC) to host their summer/winter/spring camp programs. This was done in coordination with the Anchorage Field Office through a special recreation permit and through group day-use of the BLM CCSC. BLM CCSC has averaged 25,000 annual informal visitor contacts through this camp program, largely concentrated from late May-mid August. The majority of BLM CCSC's onsite visitors are from the Anchorage Bowl, followed by visitors from the Matanuska-Susitna Valley, however there is an increasing trend of walk-in visitors composed of people vacationing to the area. BLM CCSC anticipates continued upward trends in visitor numbers and multigenerational learning experiences onsite.

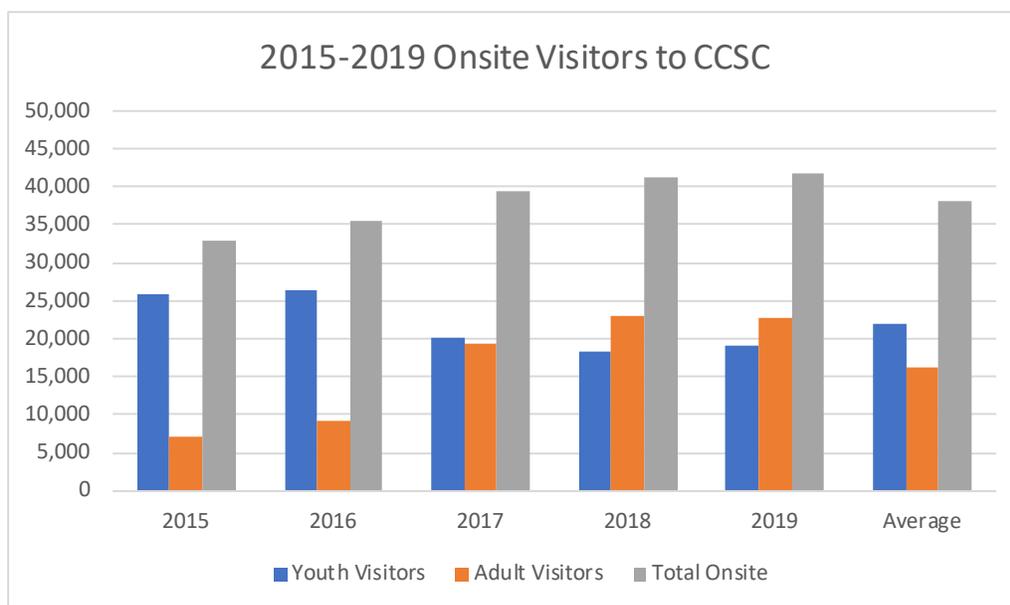


Figure 2: 2015-2019 Onsite Visitors to BLM CCSC

Since 2019, virtual education, interpretation, and outreach programs has comprised a significant, and growing, portion of the BLM CCSC’s work engaging the public. Distance learning in environmental education specifically assists in the realm of statewide outreach and engagement, pursuant to the BLM Alaska stepdown strategy for Education, Interpretation, and Youth Engagement (Table 2).

BLM CCSC’s distance learning and virtual programs span the diversity of BLM Alaska’s multiple use and sustained yield mandate, including wildlife, habitats, aquatic and riparian ecosystems, plants and forests, minerals development, recreation, community science, geography, geology, paleontology, renewable and nonrenewable energy sources, and heritage education on the Iditarod National Historic Trail and Alaska history.

The BLM CCSC piloted distance learning programs in FY2019, working with schools in Ketchikan and Unalakleet, Alaska, to provide natural and cultural heritage programming. Since then, BLM CCSC has reached more than 40 communities across Alaska, 22 states across the United States, and at least 7 countries across the world. Programs focus on youth environmental education, adult professional development, and interpretive programs and science lectures for general audiences.

Table 2: Quantity of Distance Learning Programs and Participants

Fiscal Year	Quantity of Programs	Participants		
		Youth	Adults	Total
FY2019	3	120	10	130
FY2020	29	246	506	752
FY2021	203	2,545	2,006	4,551
Total	235	2,911	2,522	5,433

Distance learning significantly expands the BLM’s reach to explain and connect the public to Alaska’s public lands resources and has served as a model and inspiration for other BLM visitor use offices to

develop distance learning for their education programs. In 2021, the BLM CCSC received the Pinnacle Award for excellence in distance learning education from the Center for Interactive Learning and Collaboration.

It is expected that the distance learning and virtual use category will continue to develop and expand to reach larger audiences in future. BLM CCSC is incorporating virtual learning in its future planning to provide high quality public lands education direct from Alaska to participants wherever they may be located.

3.3 FLREA Recreation Programs and Site Rental Descriptions

The BLM CCSC programs and products are consistent with the BLM National Recreation, Environmental Education, Interpretation, and Volunteer strategies. The BLM CCSC staff develops and delivers more than 350 educational presentations annually. Education programs are designed to be diverse and inclusive for all learners and follow best practices in environmental education and national and state school standards, such as Next Generation Science Standards and Common Core Standards. Programs include field trips, nature education workshops for children and adults, natural resources trainings for professional guides, teacher trainings in place-based education methodology, interpretive programs, evening science lectures, volunteer projects, and public events (i.e., Outdoor Week, Water Discovery Days, National Public Lands Day, Iditarod Ceremonial Start, and International Archaeology Day). The BLM CCSC also produces interpretive products (e.g., educational posters on Alaska's natural resources, [Nature Learning Resources](#), brochures, website, educational flyers, wayfinding signs, and interpretive exhibits).

The BLM CCSC collects fees for the expanded amenity enhanced interpretive programs. It also collects group site day-use fees for its day-use locations. Average annual five-year revenue (2015-2019) is \$144,283, comprised of enhanced amenity programs (half day, full day) and facility day-use (see Table 7). About 90% of the FLREA revenue is used to support operational costs of BLM temporary employee labor who develop and present programs and provide visitor services for BLM CCSC. The remaining 10% is dedicated to facility upkeep and improvements for programs, including FLREA-related supplies. BLM CCSC uses annual appropriated base budget to cover permanent labor, administrative and operations needs, maintenance and facility upkeep, and BLM CCSC's statewide outreach work.

3.3.1 Summary of Existing Fees

BLM CCSC’s existing FLREA fee schedule includes enhanced amenity interpretive programs and group day-use of the site. Table 3 shows the summary of BLM CCSC’s existing FLREA fee schedule:

Table 3: BLM CCSC’s Existing FLREA Fee Schedule

Existing Fee Schedule	Per	Amount	Weekend
(F) Enhanced Amenity Interpretive Programs			
	<i>Program</i>		
Field Trip/Program (individual)	3 Hour	\$12.00	
Field Trip/Program (individual)	6 Hour	\$24.00	
(C) Group Day-Use of Sites			
	<i>Site Use</i>	<i>Weekday</i>	<i>Weekend</i>
Full Facility (Half Day)	4 Hour	\$780.00	\$1,100.00
Full Facility (Full Day)	8 Hour	\$1,460.00	\$2,160.00
Multipurpose Room (MPR) (Half Day)	4 Hour	\$420.00	\$605.00
Multipurpose Room (MPR) (Full Day)	8 Hour	\$825.00	\$1,120.00
Classroom (Half Day)	4 Hour	\$230.00	\$420.00
Classroom (Full Day)	8 Hour	\$420.00	\$780.00
Kitchen (Half Day) (may only be rented with another site)	4 Hour	\$130.00	\$130.00
Kitchen (Full Day) (may only be rented with another site)	8 Hour	\$205.00	\$205.00

3.3.2 FLREA, 6802. Recreation Fee Authority Section (g)(2)(F), Expanded Amenity Recreation Fee: Enhanced Interpretive Programs or Special Tours - Field Trip Programs

The BLM CCSC is an internationally recognized environmental education facility that provides dynamic natural and cultural resources programs, as well as recreation experiences for the public. BLM CCSC provides enhanced interpretive programs to members of the public of all ages and backgrounds. The BLM CCSC’s staff creates and presents environmental education programs aligned with national and state education standards. Many programs are customized to meet the specific learning goals of teachers and students. Topics focus on natural resources, ecology, outdoor leadership, and public lands. Programs are led by BLM temporary education technician staff. Fees from the FLREA expanded amenity Enhanced Interpretive Programs support the staff hourly wage as an operational cost of providing this service.

The BLM CCSC currently offers half-day (up to 3 hours), full-day (up to 6 hours), and multi-day (booked as consecutive full-day experiences) expanded amenity interpretive programs in the form of experiential education field trips for students of all ages. Half-day programs are the most popular. For example, in Fiscal Year 2019, BLM CCSC hosted 64 half-day field trip programs and 16 full-day field trip programs.

BLM CCSC’s Enhanced Interpretive Programs cover the diversity of BLM’s natural and cultural resources programs, providing a direct relationship among education, resources, and career opportunities for youth and adult participants. Examples of BLM CCSC’s expanded amenity interpretive environmental education programs include:

- Alaska Animals: What animals are found in Alaska? Where do they live? How do they survive? Games and hands-on activities immerse learners in the diverse habitats of Alaska animals. Students investigate animal evidence and learn about adaptations that help animals survive.
- Team Building: What makes a great team? Students learn the fundamentals of effective, student-led teamwork in the supportive environment of the BLM CCSC. Experiential activities get participants moving, cooperating, communicating, trusting, and problem-solving in positive ways. This program can help jumpstart collaboration at the beginning of school or build camaraderie throughout the year.
- Outdoor Survival Skills: What does it take to survive in the sub-arctic environment of Alaska? How should we prepare to spend time outdoors? What can we do to stay alive when things go wrong? Through hands-on experience with fire starting, shelter building, orienteering, and other skills, students learn techniques to stay warm, healthy, and secure in the outdoors.
- The Earth Ranger Academy: Join the Earth Ranger Academy for a multi-day immersion in ecosystem science and exploration! The academy begins at school with pre-trip activities designed to sharpen observation skills and teach outdoor safety. Students then spend up to three days at the BLM CCSC learning about ecological principles, exploring the outdoors, and collecting and analyzing scientific data. Students complete the Earth Ranger Academy experience back in school and at home by practicing and sharing what they've learned.

Table 4 shows BLM CCSC’s current expanded amenity interpretive program (field trip) rates. In 2015-2019, the average revenue from half-, full-, and group- expanded amenity enhanced interpretive programs was about \$87,000 (Table 7).

Table 4: BLM CCSC's current expanded amenity interpretive program rates

Current	Fee	Type	Time	Cost per Hour
Participant (2 and older)	\$12.00	Half Day	up to 3 hours	\$4.00
Participant (2 and older)	\$24.00	Full Day	up to 6 hours	\$4.00

3.3.3 FLREA, 6802. Recreation Fee Authority Section (g)(2)(C), Group Day-Use Site: Facility Group Day-Use Site

BLM CCSC’s group day-use sites may be used by government, nonprofit, and private organizations who work in fields related to the environment, natural and cultural resources, education, recreation, health and human services, and government. The 2015-2019 average annual revenue was about \$57,200 for BLM CCSC’s day-use sites (Table 7). Revenue is used to support BLM CCSC’s environmental education programs and public events, and to defray operating costs.

Group day-use is associated with the BLM CCSC’s education-based mission to provide nature-based space and facilitate educational opportunities, training, and workshops for participants. Group day-use sites are available for full-day, half-day, evening, and weekend. The 10,500-square foot facility is fully accessible and houses a classroom, multipurpose room, and commercial-grade kitchen. Advanced reservations are required. The most common request is for a full day use of the Classroom for smaller group gatherings. The second most common request is full day use of the Multipurpose Room (MPR).

From 2005-2019, BLM CCSC allowed group day-use of its facility to Trailside Discovery Camp (TDC) (nonprofit 501 (c)(3)) for their day-use summer camp program for children ages four through fifteen.⁴ The program lasts thirteen weeks from end of summer to start of school year (approximately May 18-August 18). While TDC was using the facility, BLM CCSC was not available for other day use, meaning it could only provide minimal programming due to space limitations.

3.3.4 Existing Fee for BLM CCSC Day-Use Sites

The facility has three group day-use sites, the MPR, Classroom, and full facility⁵. Use of the commercial kitchen is contingent on use of one of these group day-use sites. The current existing FLREA Group Day-Use Fees are listed in Table 5.

In the past, BLM CCSC’s typical facility open hours have been:

- Summer Hours (Memorial Day through Labor Day): Monday-Friday, 7:30 am – 5:30 pm
- Winter Hours (Labor Day through Memorial Day): Monday-Friday, 8:00 am – 4:00 pm
- Evening hours begin at 5:00 pm.

Facility hours are subject to change through administrative conditions set by the BLM. While the facility closes at 4:00 in winter months, it is common for user groups to request use of the facility until 5:00.

Table 5: Existing FLREA Group Day-Use Fees

Campbell Creek Science Center Group Site: Existing Fee	Weekday Hourly (min use = 4 hrs)	Weekday Half-Day (4 hrs)	Weekday Full-Day (8 hrs)	Weekend Hourly (min use = 4 hrs)	Weekend Half-Day (4 hrs)	Weekend Full-Day (8 hrs)
Full Facility	N/A	\$780	\$1,460	N/A	\$1,100	\$2,160
Multipurpose Room	N/A	\$420	\$825	N/A	\$605	\$1,120
Classroom	N/A	\$230	\$420	N/A	\$420	\$780
Kitchen	N/A	\$130	\$205	N/A	\$130	\$205

⁴ TDC also has a Special Recreation Permit (SRP) through the Anchorage Field Office for use of the Campbell Tract. Those SRP fees go to the Anchorage Field Office’s (AFO) FLREA account. These AFO-related SRP fees are managed separately from the day-use of the Campbell Creek Science Center and do not contribute to the BLM CCSC’s facility use, business plan, FLREA fees, or other associated costs.

⁵ Full Facility is described as the public spaces, including Classroom, Multipurpose Room, bathroom, and lobby area. It does not include use of the kitchen (may be reserved through additional fee) or administrative spaces (not reservable).

The site amenities of BLM CCSC’s group day-use include:

Day Use Site	Amenities	Photo
Full Facility	The 10,500-square foot facility houses day-use sites and includes use of the public spaces of the Multipurpose Room, Classroom, indoor restroom, lobby, and water filling station. Use of kitchen is separate. Use of BLM Administrative areas is not permitted.	
Multipurpose Room (MPR)	The 1,300 square foot room accommodates up to 120 guests (theater-style) or 80 guests seated at tables. This space is filled with light thanks to the many large windows, has mountain views and a gas fireplace. This room is equipped with a sound system, LCD projector, and projection screen.	
Classroom	The 800 square foot room can accommodate 40 guests (theater-style) or 25 guests seated at tables. There is a blackboard and projection screen as well as spacious counter space. A small greenhouse filled with plants adjoins the Classroom.	
Commercial Kitchen	The kitchen is available for an additional charge to groups using one of the group day-use sites. The kitchen includes ovens, stove top, and grill, cafeteria-style serving line with warming trays, silverware, dishes, cooking utensils, industrial dishwasher, spacious freezer and refrigerator, several deep sinks, and counter space.	

4 Overall Operating Costs

The BLM CCSC provides comprehensive environmental education experiences to more than 41,000 onsite visitors each year through live programs, day-use, and nonpersonal interpretative resources at its facility and campus grounds. The site requires substantial levels of facility maintenance, grounds upkeep, wayfinding signage, staff, volunteers, and collaboration with BLM offices and law enforcement to maintain a presentable, safe, and educational experience for visitors. Table 6 outlines the site's staffing and operational resources committed to managing the facility and its programs. The BLM CCSC is funded through a diversity of appropriated funds, contributed funds (grants and donations), and FLREA revenue, as well as in-kind contributions from affiliate organizations and groups.

The five-year average of FLREA revenue (2015-2019) from enhanced interpretive experiences and facility group-day use is \$144,283 per year (Table 7). In addition, volunteers contribute more than \$160,000 in labor annually. In 2019, BLM CCSC's overall incoming budget was \$825,329 (Table 6). Of this, BLM CCSC received \$668,000 of appropriated base funds. FLREA revenue contributed \$149,889, which covers about 19% of the overall budget cost, and contributed funds made up \$7,000. The 2019 operating cost of the facility was \$822,500, providing an overall balance of \$2,829. As noted previously, FY2020 and FY2021 revenue was significantly decreased due to temporary closure of the facility during the Covid-19 pandemic and has been omitted from analysis as a result.

- **Base Appropriated Funds:** Base Appropriated funds are used to cover labor for full time staff, including five permanent and two term staff⁶, as well as all other operations expenses including equipment, supplies, travel, training, and services.
- **FLREA Revenue:**
 - About 90% of the FLREA recreation fees are used to provide visitor services such as development and delivery of interpretation and environmental education programs, visitor annual events like National Trails Day and NPLD, printing of informational materials, and visitor use management funded by recreation fee dollar. The hourly wages for BLM temporary education technicians who teach and lead the custom-designed interpretive educational programs come from these fees. The educators are regularly utilized to staff such major events and volunteer projects for trail improvements, grounds maintenance, habitat restoration, and building maintenance.
 - About 10% of the FLREA fees go to facility improvements and annual operations and maintenance. These include routine operational activities to support the programs (e.g., inspections, hazardous tree removal, mowing, pruning, snow removal, landscaping, pest control and care for facilities) and site improvements (e.g., installation and maintenance of wildflower gardens, handicapped accessible nature trails, fuels reduction efforts to protect the Science Center from wildland fire, trails maintenance, kiosk and bollard installation at trailheads, campus clean up, wayfinding signs, interpretive materials, painting projects, and invasive weed management). These costs are tied directly to support of the programs.

⁶ In 2019, BLM CCSC staff was composed of four full-time permanent positions and three term positions. In FY2021, BLM CCSC converted one term position to a permanent administrative position, changing composition to five full-time permanent positions and two term positions.

- **Contributed Funds:** BLM CCSC receives \$7,000-10,000 in contributed funds for work on specific projects, including grant-based education projects for underserved audiences such as 21st Century Community Learning Centers and the Friends of the Campbell Creek Science Center contributions for programs. Contributed funds are used to support labor and project costs associated with these programs.

Table 6: Overall Operating Cost of BLM CCSC (2019)⁷

2019 Program Expense	2019 estimated cost
Permanent staff (1 manager, 1 public program coordinator, 1 education coordinator, 1 vacant Park Ranger)	\$395,000
Term staff (1 administrative assistant, 2 outreach educators)	\$145,000
Seasonal Intermittent staff (8 education technicians at \$25,000/year)	\$200,000
Student Conservation Association Intern	\$48,000
Operations Expenses: Equipment, Supplies, Services, Travel, Training	\$34,500
Total	\$822,500

2019 Program Budget	2019 estimated budget
Appropriated Funds (MLR)	\$668,000
FLREA (1232)	\$149,889
Contributed Funds (7122)	\$7,440
Total	\$825,329

2019 Expense vs Budget	Overall
Budget	\$825,329
Expense	\$822,500
Remainder (Carryover)	\$2,829

BLM CCSC is open year-round to provide learning experiences for visitors. It is a consistently busy site with complex visitor service components, including managing day-use and providing enhanced amenity programs; customer service; and visitor enjoyment, experiences, and safety. Direct costs for managing the site include BLM employees, volunteers, and intern labor. Services include restrooms, facility, wayfinding, interpretive and educational programs, brochures, trails, signage, law enforcement, garbage collection, potable water testing, vehicles, maintenance materials and supplies.

⁷ This information shows average basic operating costs. It does not include district overhead costs, special project funds, or deferred maintenance projects. Utilities, security, vehicle, and communication costs are also not included, as these are managed through different budget avenues outside of the BLM CCSC. In addition, BLM CCSC converted one term position to a permanent full-time position, changing the full time staffing to 5 permanent positions and 2 term positions.

Labor is the most expensive direct cost to manage operations and the facility; coordinate, develop, and teach programs, provide visitor services, and improve the site's grounds and building. A significant portion of the BLM temporary employee work hours are dedicated to recreation site educational, interpretive, and recreational experiences for visitors. Leading staff, organizing volunteers, and developing interpretive materials are among the many duties associated with managing the fee site and developed recreation area.

Unanticipated expenditures are the biggest unknown for operational costs. Routine activities, such as winter snow and plowing damage, maintenance of gate and fire and security systems, site maintenance because of building settling or earthquake damage, and costs for contractors to repair systems are supported by maintenance costs associated with facilities located on Campbell Tract. Unexpected, variable expenditures are a BLM CCSC operational cost. One example of variable cost is for a special request for plowing snow to provide access for an evening or weekend program.

There is typically about a 3% carryover of FLREA revenue and contributed funds each fiscal year, which are used the following fiscal year to cover costs of seasonal labor and site improvements. This provides ability to obtain matching funds in applying for grants, conduct emergency repairs, provide long-term stability for staff services, cover unanticipated costs, take advantage of unforeseen opportunities to improve services, and to use revenues to provide future recreation infrastructure to support visitor use. In addition, the fund balance can cover expenses in the case of reduced fee revenue due to unforeseen circumstances, such as natural disasters and environmental or economic change.

4.1 Financial Analysis of the Recreation Use Fees and Revenues

Campbell Creek Science Center averages 41,000 total visitors onsite per year (Figure 2). The average annual five-year-year revenue (2015-2019) is \$144,283, comprised of enhanced amenity programs (half day, full day) and facility day-use (Table 7). There is an increase of visitation through walk-in visitors and attendance of public programs, many of which traditionally have been provided fee-free.

In fiscal years 2020-2021, the facility was temporarily closed due to the Covid-19 pandemic, resulting in a loss of more than 90% of the typical annual revenue. As a result, those numbers were not included in the average revenue for this plan. Additional information regarding operating costs can be viewed in Table 6.

As articulated in previous sections, the primary use of BLM CCSC's FLREA revenue covers BLM temporary staff labor to develop and teach enhanced interpretive programs, provide customer and visitor services. It is also used to support facility improvements.

Table 7: FLREA Five-Year Revenue (2015-2020)⁸

Revenue Collected	2015	2016	2017	2018	2019	2020	Grand Total	2015-2019	2015-2020
Half-Day Field Trip	\$45,403	\$67,869	\$73,931	\$25,343	\$43,815	\$33	\$256,394	51,272	\$42,732
Full-Day Field Trip	\$8,387	\$3,920	\$3,204	\$12,198	\$13,309	\$2,472	\$43,490	\$8,204	\$7,248
Daily, Group	\$42,566	\$40,135	\$15,385	\$16,163	\$23,834	\$-	\$138,083	\$27,617	\$27,617
Building Group Day-Use	\$46,441	\$38,089	\$51,208	\$81,390	\$68,826	\$2,980	\$288,934	\$57,191	\$48,156
Grand Total	\$142,797	\$150,013	\$143,728	\$135,094	\$149,784	5,485	\$726,900	\$144,283	\$121,150

Changes in administrative processing altered use of the different CBS categories between 2016 and 2017. Typically, “Half-Day Field Trip,” “Full-Day Field Trip” and “Daily, Group” indicate an Enhanced Interpretive program. However, the changes in categorizing day-use between 2016 and 2017 occurred where Trailside Discovery Camp day-use was categorized under “daily, group use” instead of “Building Group Day-Use.” This change resulted in higher fee revenue in that category in 2016 versus 2017.

There is annual variation in use of the facility due to customer demand, which leads to increased or decreased number of programs, use of day-use sites, and, thus, FLREA revenue. Overall, there has been an increase in Enhanced Interpretive Programs. Other variations in revenue could be a result of Alaska’s economy, which experienced a recession during the timeframe, changes in marketing techniques, increase of base appropriated funding, and shift in management. The change in management led to a period of decreased stable staffing, which may have reduced BLM CCSC’s ability to provide programs. This began recovering in 2019. Since 2020, the BLM CCSC experienced prolonged closure for Covid-19, which significantly altered the annual revenue.

BLM CCSC’s field trip program should be viewed independently from the facility group day-use because use of the space limits availability of the facility for Enhanced Interpretive Programs. Because the Enhanced Interpretive Programs are more significant for the facility’s mission, an increasing emphasis has been placed on growing these programs and reducing day-use of the facility. While revenue has remained fairly consistent over the past five years, visitation has increased (Figure 2). This is likely the result of increased public programs, more accurate counting of walk-in visitors, and variations in numbers of people who come to BLM CCSC through group day-use of the site.

⁸ Beginning in year 2020 and affecting fiscal years 2020-2021+, the Covid-19 pandemic led to a long-term temporary facility closure of the BLM CCSC, including during the months of March-September when most revenue is earned.

5 Fee Proposal

5.1 Summary of Fee Proposal

BLM CCSC's fee proposal provides greater flexibility to create relevant onsite and virtual programming and offer group day-use access consistent with requests from the public. After careful consideration of the current fee program and the anticipated revenues and expenditures as outlined in this document, as well as comparison with other regional and local recreation providers, the following fee changes are recommended (pursuant of FLREA 6802(g)(2)(C)(D)(F)(G) and 6802(h)):

Table 8: Proposed Fee Schedule

Proposed Fee Schedule	Per	Amount	Minimum Use
(F) Enhanced Interpretive Programs or Special Tours			
	<i>Program</i>		
Field Trip (individual)	30 Min	\$2.00	
Field Trip (individual)	1 Hour	\$4.00	
Special Enhanced Interpretive Program - Public (Type 1)	Individual	\$5.00	
Special Enhanced Interpretive Program - Public (Type 2)	Individual	\$10.00	
Special Enhanced Interpretive Program - Public (Type 3)	Individual	\$15.00	
Special Enhanced Interpretive Program - Public (Type 4)	Individual	\$25.00	
Special Enhanced Interpretive Program - Public (Type 5)	Individual	\$50.00	
Distance Learning/Virtual Program (individual)	1 Hour	\$5.00	
Distance Learning/Virtual Program (group, max 30)	1 Hour	\$140.00	
(C) Equipment Rental			
	<i>Program</i>		
Type 1	Individual	\$5.00	
Type 2	Individual	\$10.00	
(C) Group Day-Use of Sites			
	<i>Site Use</i>		<i>Minimum Use</i>
Full Facility	Hour	\$200.00	4 Hours
Multipurpose Room (MPR)	Hour	\$110.00	4 Hours
Classroom	Hour	\$60.00	4 Hours
Kitchen (may only be rented with another site)	Hour	\$40.00	4 Hours
(D) Outdoor Electric Day-Use Site	Day	\$50.00	1 Day
(G) Use of Reservation System for Programs			
	<i>Program requirements</i>		
(G) Federal Interagency Passes Available for Sale			
	<i>Program requirements</i>		

5.2 Proposed Fees

Campbell Creek Science Center proposes adjusting and expanding diversity of enhanced interpretive program types, adjusting group-day use rates to hourly, adding a special use outdoor electric day-use site, incorporating use of a reservation system for programs, and making Federal Interagency Passes available for sale.

5.2.1 6802(g)(2)(F) Expanded Amenity Recreation Fee - Enhanced Interpretive Programs or Special Tours:

BLM CCSC proposes 1) adjusting the field trip programs to hourly rates and 2) establishing expanded amenity recreation fees for Enhanced Interpretive Programs for the general public.

5.2.1.1 Adjust to Hourly Rates: Enhanced Interpretive Programs - Field Trips

Table 9 describes BLM CCSC’s current and proposed enhanced interpretive program fee schedule for Field Trips. The modification adjusts the current program length and fee to an hourly amount (\$2.00 for 30 minutes and \$4.00 for one hour). The adjustment is based on the current fees of \$12.00 for three hours and \$24.00 for six hours.

This modification increases flexibility to offer a variety of field trip program types and lengths to better accommodate a diversity of programming that fits visitor needs. This includes maintaining the current field trip program lengths (three to six hours) and creates options to respond to customer inquiries for longer or shorter field trips. For example, it would make a 90-minute program possible, a length that has been suggested for intermediate-level experiences with young audiences. The fee is consistent with market research for similar types and lengths of programs from other interpretive, environmental education, and nature centers (Table 16).

Customers have commented that this price point remains affordable to them. Customers have also commented that programs at BLM CCSC enhance science learning and educational offerings which complement formal education lesson plans, provide valuable practice with science and interpersonal skills, and create deeper understanding of career fields that students can take as they pursue higher education.

Table 9: Current and Proposed Fee Structure - Enhanced Interpretive Programs – Field Trips

BLM CCSC Field Trip Enhanced Interpretive Program Fees (6802(g)(2)(F)): Current and Proposed

Current	Fee	Time
Participant (2 and older)	\$12.00	3 hours
Participant (2 and older)	\$24.00	6 hours

Proposed	Proposed Fee	Proposed Time
Participant (2 and older)	\$2.00	30 minutes
Participant (2 and older)	\$4.00	1 hour

5.2.1.2 New Fee Proposal: Enhanced Interpretive Programs - General Public

BLM Alaska seeks to engage visitors and the public through enhanced interpretive programs. Recognizing this, BLM CCSC has increased the diversity and complexity of enhanced interpretive programs available to the public. These enhanced interpretive programs require significant development and delivery by staff, additional equipment, supplies, and logistics, increasing overall programmatic cost of the BLM CCSC. To date, these programs have met popular demand of the public. To sustainably continue to meet visitor demand and this BLM priority, BLM CCSC proposes establishing expanded amenity recreation fees for enhanced interpretive programs (Table 10). The proposed structure

accounts for diversity of types and complexity of programs sought by the public. The structure is categorized by these definitions:

- I. **Type 1:** Program requires unique development, preparation, and delivery but has minimal logistics and requires little to no equipment or supplies (example: glacier interpretive talk, WWII history walk).
- II. **Type 2:** Program requires unique development, preparation, and delivery with more logistics and/or requires more equipment and supplies (example: wildflower identification interactive interpretive program, what makes a healthy watershed interactive interpretive program).
- III. **Type 3:** Program requires unique development, preparation, and delivery, and has moderately substantial logistics, equipment, or supplies (example: track identification hike or snowshoe; nature journaling for beginners; birding 101 with outdoor practice).
- IV. **Type 4:** Complex program that requires unique and extensive development, preparation, delivery, and logistics, as well as additional equipment and supplies (example: Owl activity evening with crafts, live owls, and an owl prowl hike).
- V. **Type 5:** Highly complex program requiring unique and significantly extensive program development, preparation, delivery, logistics, supplies, and program expenses (example: preserving the foraged harvest interactive workshop; master naturalist interpretive experience).

Table 10: Proposed Fee Structure - Enhanced Interpretive Programs - General Public

Proposed Fee Schedule	Per	Amount
Enhanced Amenity Interpretive Programs - General Public		
Special Enhanced Interpretive Program - Public (Type 1)	Individual	\$5.00
Special Enhanced Interpretive Program - Public (Type 2)	Individual	\$10.00
Special Enhanced Interpretive Program - Public (Type 3)	Individual	\$15.00
Special Enhanced Interpretive Program - Public (Type 4)	Individual	\$25.00
Special Enhanced Interpretive Program - Public (Type 5)	Individual	\$50.00

5.2.1.3 New Fee Proposal: Distance Learning/Virtual Programs

There is increasing interest by the public to use virtual and distance learning opportunities to explore Alaska’s public lands and natural resources. BLM CCSC has developed a suite of [distance learning](#) and [virtual learning](#) enhanced interpretive programs to connect with this audience and to fulfill its mandate to provide environmental education, interpretation, and outreach across BLM Alaska and support DOI and BLM’s goals for diversity, equity, justice, inclusion, and accessibility.

BLM CCSC’s virtual programs are interactive, meet science and education standards, and engage learners in discovering Alaska’s natural environment and public lands through virtual learning. These programs have increased accessibility of and knowledge, interest, and engagement in Alaska’s natural resources across the primary audience of Alaska residents, as well as participants from around the United States and with countries around the world.

As addressed in 3.2 Visitor Demographics, distance learning increases the scope and reach of participants to learn about BLM Alaska’s public lands and to experience environmental education programs with the BLM CCSC from anywhere. Alaska is geographically vast, remote, and culturally

diverse. Many of its communities are rural and may have limited to no education services related to natural resources science. As such, Alaska residents are the primary audience for BLM CCSC's distance learning; the programs provide access to science-based environmental education that assists teachers and students in meeting Science, Technology, Engineering, and Math (STEM) requirements in their schools. The engaging science lessons are designed to be accessible and inclusive to a wide audience, with 508 compliance options, cultural relevancy, and scientific-based inquiry.

In addition to providing increased access to outdoor science education for people throughout Alaska, the BLM CCSC's distance learning and virtual programs improve education about Alaska to audiences across the United States and the world. Since 2019, the BLM CCSC's programs have reached students in more than 20 states, including Florida, Missouri, and Wyoming, and more than four countries, including Bolivia and Indonesia. This programming increases access and exposure to people around the world to the public lands of Alaska, environmental education focused on Alaska resources, and knowledge of the BLM, including its mission and work. Visitors who may never physically have come to Alaska can gain access to, learn about, and understand the importance of these landscapes. That in turn can feed their curiosity to explore, research, and develop deeper connection to the public lands managed by BLM.

The BLM CCSC's distance and virtual learning program serves as a model for the entire BLM network, including through this REA proposal. BLM professionals from other visitor-based offices such as Yaquina Head Outstanding Natural Area, Canyons of the Ancients, Missouri River Breaks, National Historic Trails Interpretive Center, and National Historic Oregon Trail Interpretive Center have commented on BLM CCSC's model and their desire to replicate it at their Centers. This inspiration will further enable BLM to provide accessible educational resources about its public land resources with participants around the country.

BLM CCSC's distance learning and virtual programs have successfully shared BLM's work with people around Alaska, however, they are labor- and time-intensive programs to develop. This fee proposal increases the sustainability of providing these programs and meeting this mandate. Table 11 shows the two proposed fee structures for these virtual programs:

- **Distance Learning/Virtual Program (individual):** Designed for enhanced interpretive programs that the general public may register for and attend. These programs will also fill a need for individual organizations anticipating a small group size (fewer than 30) to learn about Alaska's natural resources and public lands and request a virtual program.
- **Distance Learning/Virtual Program (group, max 30):** These are designed for groups with maximum size of 30 individuals. This enables larger groups and educational organizations to request or schedule a program for their learners (examples include community centers, school organizations, professional organizations, senior centers, and colleges).

Market research (Table 17) shows the two most common approaches to distance learning and virtual programs are based on individual (\$4.72) and group amounts (\$142), with average group size of 30 participants. BLM CCSC's proposal is aligned with these average costs.

Table 11: Proposed Fee Structure - Enhanced Interpretive Programs - Distance Learning/Virtual Programs

Proposed Fee Schedule	Per	Amount
(F) Enhanced Interpretive Programs or Special Tours		
Distance Learning/Virtual Program (individual)	1 Hour	\$5.00
Distance Learning/Virtual Program (group, max 30)	1 Hour	\$140.00

5.2.1.4 6802(g)(2)(C): New - Establish Programs Equipment Rental

Currently, public programs do not have an equipment cost per participant, meaning certain programs that require intensive equipment incur wear on materials with minimal way to recuperate and acquire new materials when worn out or unrepairable. Table 11 shows the proposal to establish a programs equipment rental per participant (6802(g)(2)(C)). These would be added to enhanced interpretive programs for those programs that require field gear. The per participant fees gathered in this category will help BLM CCSC update equipment and provide programs for visitors to learn recreation- and science-based tools and activities. There would be no equipment rental cost for school aged field trips.

- **Type 1:** Rental equipment includes items that require some care and replacement such as small magnifying lenses or boxes, butterfly nets, or basic field guides.
- **Type 2:** Rental equipment includes more intensive equipment that requires routine care or replacement, such as snowshoes, hand lenses, binoculars, recreation equipment, or use of multiple of these supplies in a single program.

Table 12: BLM CCSC Proposed Equipment Package (6802(g)(2)(C))

Equipment Package	Proposed Fee
Type 1	\$5
Type 2	\$10

5.2.2 (6802(g)(2)(C, D): Group Day Use Sites and Special Use Outdoor Electric Day-Use Site

Group day use is an existing fee structure under the BLM CCSC’s current expanded amenity recreation fee plan. In addition to existing sites, BLM CCSC recently installed an outdoor electric site. The proposal is to adjust current day use fees of the facility and to add a new site for the outdoor electric day-use site. Table 13 indicates the existing and proposed fees for group day use sites at the BLM CCSC (6802(g)(2)(C)).

Table 13: Current and Proposed Fees for Group Day Use Sites

(C) BLM CCSC Group Site: Existing Fee	Weekday Hourly (min use = 4 hrs)	Weekday Half-Day (4 hrs)	Weekday Full-Day (8 hrs)	Weekend Hourly (min use = 4 hrs)	Weekend Half-Day (4 hrs)	Weekend Full-Day (8 hrs)
Full Facility	N/A	\$780	\$1,460	N/A	\$1,100	\$2,160
Multipurpose Room	N/A	\$420	\$825	N/A	\$605	\$1,120
Classroom	N/A	\$230	\$420	N/A	\$420	\$780
Kitchen	N/A	\$130	\$205	N/A	\$130	\$205

(C) BLM CCSC Group Site: Fee Proposal (Minimum use is 4 hours)	Weekday Hourly Rate	Weekday Half-Day (4 hrs)	Weekday Full-Day (8 hrs)	Weekend Hourly Rate	Weekend Half-Day (4 hrs)	Weekend Full-Day (8 hrs)
Full Facility	\$200	\$800	\$1,600	\$275	\$1,100	\$2,200
Multipurpose Room	\$110	\$440	\$880	\$150	\$600	\$1,200
Classroom	\$60	\$240	\$480	\$105	\$420	\$840
Kitchen	\$40	\$160	\$320	\$40	\$160	\$320
(D) Special Use: Outdoor Electric Day-Use Site	N/A	N/A	\$50	N/A	N/A	\$50

5.2.2.1 (6802(g)(2)(C): Adjust Group Day Use Sites to Hourly Rates

This business plan proposes to change fees from half and full day to hourly amounts for day use. Minimum use periods will continue to be four or eight hours to meet current customer needs as well as to facilitate efficient administrative processes by BLM CCSC. Use beyond the minimum period is charged to the full hour. These minimum use periods are also needed because day use creates an exclusive use of the facility, which decreases availability to host enhanced interpretive programs at the same time. The adjustment to hourly ensures accurate charges for use of the facility beyond the minimum use periods.

This change is consistent with market research in Anchorage, where similar sites typically have an hourly rate (Table 19). The half-day fee is used to calculate the proposed hourly rate and rounded to whole numbers, which creates a slight increase of the facility group day-use sites.

The hourly day-use modification simplifies group day-use of the facility to be able to adjust use periods to actual full hour amounts of time, including use that takes place outside of routine business hours (e.g., early mornings, evenings, or takes place on weekends). Day-use has often run past facility open hours, requiring staff to stay extra time onsite and which incurs additional labor costs. Adjusting to the hourly rate will enable more accurate accounting of the operations work required to accommodate group use requests. These adjustments provide more sustainable methods to support facility upkeep and the labor required to staff the building.

5.2.2.2 (6802(g)(2)(D): New - Establish Special Use Outdoor Electric Day-Use Site

BLM CCSC recently installed a special use outdoor electric day-use location (6802(g)(2)(D)) to reach goals of diversifying experiences for the public on the facility campus. Establishing a fee site for this special use will provide flexibility to cover associated costs of maintenance and utilities. The outdoor electric day-use site may be used only through special use, by full day (8 hours), and in conjunction with

additional use of facility. The site is subject to site-specific provisions, including no campfires, no outdoor food, no overnight use (including camping) and following compliance with wildlife and wildland fire safety per Campbell Tract Area Management Plan. It is limited to day-use only. Special use of the outdoor electric day-use may include longer-term day use operations used in conjunction with group day-use sites, pending management approval.

5.2.3 6802(g)(2)(G): Establish Use of Reservation Service and Include Interagency Pass Sales

BLM CCSC currently processes fees using a manual system. This system is labor intensive and can lead to errors in accounting and recording. Unlike much of its previous history, the BLM CCSC now has a stable internet connection, which increases its ability to use reservation systems. In addition, government-approved reservation systems, such as Recreation.gov, have increased and diversified the types of expanded amenity fee offerings available for reservation on their site. Online reservation systems provide more efficient customer service because customers are in control of their booking processes. BLM CCSC would manage the online system, which will house an active calendar for available experiences. The customer will be able to make and pay for program reservations directly through the system, receive responsive confirmations and program information, and purchase interagency passes. This will enable BLM CCSC staff to dedicate more efficient and higher quality time to providing the in-person customer service relations. Through the point-of-sale system, BLM CCSC will also be able to do in-person sales, adjust customer needs, and provide interagency passes. BLM CCSC plans to utilize a reservation system such as this to streamline processes, improve accounting, and provide more responsive customer service. The reservation system will also increase BLM CCSC's ability to be a location for interagency passes. This increases availability of locations for the interagency pass in Anchorage, which makes it easier for visitors to pick up a pass. In addition, it is aligned with BLM CCSC's goals to increase a variety of experiences for visitors and to help connect them with public lands throughout Alaska and the country.

Because of the mission priority to focus on outdoor education experiences, such as enhanced interpretive programs, as well as some limits of the Recreation.gov integration between day-use and enhanced amenity programs, the BLM CCSC plans to focus reservations on those types of program and tour-based enhanced interpretive experiences at this time. As technology improves, it is anticipated BLM CCSC can integrate its full visitor services programs, including day-use sites, into the reservation system.

BLM CCSC would like to make available for purchase the America the Beautiful federal interagency passes, including the Annual, Senior Annual, and Senior Lifetime passes; and for free issuance the Military (including Veterans and Gold Star Families), Volunteer, Access, and Every Kid Outdoors passes. Providing these passes may increase awareness for the BLM CCSC and create more interest in attending the site's enhanced interpretive programs, thus further sharing relevant environmental education and outdoor recreation opportunities with the visiting public.

5.3 Financial Analysis

In the fiscal year 2019, the BLM CCSC collected \$149,784 in fees for both the group day-use of the facility and for the Enhanced Interpretive field trip program (Table 7). Table 14 shows the 2019 enhanced interpretive program participation and revenue by category under the existing fee schedule.

Table 14: Existing Fee Schedule and 2019 Use

Existing Fee Schedule and 2019 Use	Per	Weekday Fee	Weekend Fee	2019 Use	2019 Revenue
(F) Enhanced Amenity Interpretive Programs	<i>Program</i>	<i>Participant</i>	<i>Participant</i>	<i>Participants</i>	<i>Program Revenue</i>
Field Trip/Program (Individual)	3 Hour	\$12.00	\$12.00	1,536	\$18,432
Field Trip/Program (Individual)	6 Hour	\$24.00	\$24.00	935	\$22,440
(C) Group Day-Use of Sites	<i>Site Use</i>	<i>Weekday</i>	<i>Weekend</i>	<i>Use Days</i>	<i>Site Use Revenue</i>
Full Facility (Half Day)	4 Hour	\$780.00	\$1,100.00	0	\$0
Full Facility (Full Day)*	8 Hour	\$1,460.00	\$2,160.00	57	\$70,965
Multipurpose Room (MPR) (Half Day)	4 Hour	\$420.00	\$605.00	8	\$3,360
Multipurpose Room (MPR) (Full Day)	8 Hour	\$825.00	\$1,120.00	16	\$11,580
Classroom (Half Day)	4 Hour	\$230.00	\$420.00	0	\$0
Classroom (Full Day)	8 Hour	\$420.00	\$780.00	9	\$2,070
Kitchen (Half Day) (may only be rented with another site)	4 Hour	\$130.00	\$130.00	13	\$1,690
Kitchen (Full Day) (may only be rented with another site)	8 Hour	\$205.00	\$205.00	0	\$0

* Use was charged as MPR + Classroom. See notes under Trailside Discovery Camp in description.

While actual revenue depends on customer requests, BLM CCSC estimates revenue to increase from the 2019 numbers as programs and opportunities expand. Table 15 shows the anticipated approximate revenue under this fee proposal. The analysis reviews cost per program, revenue generated, days of use, and typical type of use per program. These were then used to estimate projected revenue for the use categories. Since BLM CCSC has not previously sold the interagency pass, it is unknown what the expected revenue will be at this time.

It is expected that participation in field trip programs will remain consistent and begin to grow in future. BLM CCSC expects an increase in Enhanced Interpretive Programs provided to the general public, such as workshops, interpretive walks, and enhanced interpretive nature programs, such as those defined in Enhanced Interpretive Programs - Types 1-5 (see 5.2.1.2 New Fee Proposal: Enhanced Interpretive Programs - General Public. Some of these programs may include use of the proposed equipment rentals (including use of snowshoes, binoculars, and other materials).

Market research shows the average fee for similar field trip-type programs ranges from \$4.00-\$7.00 per hour per participant and special enhanced interpretive programs average \$15.00 (Table 16). Equipment rates vary but average \$10.00 per day (Table 18). The equipment package proposal of the Type 1 (\$5.00) and Type 2 (\$10.00) is consistent with average equipment costs from the market research (Table 18).

The projected day-use revenue includes the modification of fees to hourly and the addition of the special use outdoor electric day-use site. Market research shows average day-use of a full facility is more than \$2,000, with large rooms totaling more than \$1,000 and medium rooms averaging \$500 (Table 19) in Anchorage. The BLM CCSC's proposal is slightly below the Anchorage average in each of these categories. It is expected that making the interagency passes available for sale will increase revenue and public interest in coming to the BLM CCSC.

Table 15: Projected Revenue under Fee Proposal

Proposed Fee Schedule	<i>Per</i>	<i>Amount</i>	<i>Use Length</i>	<i>Projected Use</i>	<i>Projected Annual Use</i>	<i>Projected Average Participants</i>	<i>Projected Total Participants</i>	<i>Projected Revenue</i>
	<i>Per Individual or Group</i>	<i>Amount</i>	<i>Ave. Program Hours</i>	<i>Projected Prog Hours</i>	<i>Quantity Programs</i>	<i>Per Program</i>	<i>Per year</i>	<i>Per Year</i>
(F) Enhanced Interpretive Programs or Special Tours								
Field Trip (individual) - 30 minutes	Individual (30 min)	\$2.00	0.5	TBD ⁹	TBD	TBD	TBD	\$0
Field Trip (individual) - 1 hour	Individual (1 hour)	\$4.00	3	18,000	120	50	6,000	\$72,000
Special Enhanced Interpretive Program - Public (Type 1)	Individual	\$5.00	Varies	1,080	12	30	360	\$21,600
Special Enhanced Interpretive Program - Public (Type 2)	Individual	\$10.00	Varies	720	12	20	240	\$28,800
Special Enhanced Interpretive Program - Public (Type 3)	Individual	\$15.00	Varies	1,440	12	40	480	\$86,400
Special Enhanced Interpretive Program - Public (Type 4)	Individual	\$25.00	Varies	600	4	50	200	\$20,000
Special Enhanced Interpretive Program - Public (Type 5)	Individual	\$50.00	Varies	240	4	20	80	\$16,000
Distance Learning/Virtual Program (individual)	Individual (1 Hour)	\$5.00	1	1,800	30	20	600	\$3,000
Distance Learning/Virtual Program (group, max 30)	Group (1 Hour)	\$140.00	1	1,800	20	30	600	\$2,800
(C) Equipment Rental (Estimated based on 1/3 of participants needing equipment)	<i>Per Individual or Group</i>	<i>Amount</i>	<i>Ave. Program Hours</i>	<i>Projected Prog Hours</i>	<i>Quantity Programs</i>	<i>Per Program</i>	<i>Per year</i>	<i>Per Year</i>
Type 1	Individual	\$5.00	Varies	Varies	6	15	91	\$2,720
Type 2	Individual	\$10.00	Varies	Varies	5	18	91	\$4,533
(C) Group Day-Use of Sites	<i>Per Site Use</i>	<i>Amount</i>	<i>Minimum Use</i>	<i>Expected Hours per Use</i>	<i>Use Days</i>	<i>Per Use</i>	<i>Per Year</i>	<i>Per Year</i>
Full Facility	Hour	\$200.00	4 Hours	8	60	250	15,000	\$96,000
Multipurpose Room (MPR)	Hour	\$110.00	4 Hours	8	30	120	3,600	\$26,400
Classroom	Hour	\$60.00	4 Hours	8	10	40	400	\$4,800
Kitchen (may only be rented with another site)	Hour	\$40.00	4 Hours	4	20	5	100	\$3,200
(D) Special Use Electric Hook Up Site	Day	\$50.00	1 Day	8	60	10	600	\$3,000
(G) Use of Reservation System for Programs	<i>Prog. requirements</i>	N/A	N/A	N/A	N/A	N/A	N/A	N/A
(G) Federal Interagency Passes Available for Sale	<i>Prog. requirements</i>	Varies	N/A	N/A	N/A	TBD	TBD	TBD
Projected Overall Total							28,260	\$391,253

⁹ See Sections 5.1 Summary of Fee Proposal, 5.2 Proposed Fees for descriptions. It is expected that program length, complexity, and interest from the public will vary. These data are currently unknown. For this reason, the terms “TBD” and “varies” are used.

5.4 Fee Calculation

The expanded amenity fees for the BLM CCSC's enhanced interpretive programs, equipment package, and day-use fee sites are based on market comparability. The BLM CCSC conducted a comparable market study of programs, equipment, and day-use of similar facilities within the geographic region of Alaska and related outdoor learning centers in the United States (See 7.1 Market Research of Programs, Equipment, and Day-Use). Specifically, the BLM CCSC looked at 1) sites with environmental education and interpretive programs, such as nature centers, museums, botanical gardens, and camp facilities, 2) locations that rent and sell similar equipment, such as outdoor gear stores, university outdoor centers, and sites like Acorn Naturalists, and 3) reviewed day-use locations in the nonprofit, government, university, and private sectors to determine comparable rates. The Appendices section of this document shows the relevant sites, types of programs, and day-use rates.

5.5 Proposed Use of Fee Revenue

As described previously, about 90% of fees will contribute to temporary employee wages who provide visitor services, fee collection, interpretation, and maintenance. The remaining 10% amount will continue to be used for site improvements (campus maintenance, facility amenity improvements, interpretive resources) and fee collection services. The changes in fee revenue create greater flexibility in types of programs BLM CCSC can offer, meaning it can better serve its public. The fees contribute to providing visitor services, such as interpretive programs, which are generally not achievable through limited BLM base appropriated funding. Through the fees, BLM CCSC expects to increase interpretive and educational programming for visitors and more affordably cover costs of equipment, supplies, and BLM temporary labor or for a contracted presentation with an expert. Expanding these programs is of direct interest of BLM CCSC's visitors, partners, and of the agency to provide environmental education in Alaska that informs and improves relations and support for public lands.

5.6 Impacts of Implementing or Not Implementing the New FLREA Schedule

5.6.1 Positive Impacts

BLM CCSC has not changed or updated its fees since 2008. Since 2008, the cost of goods, labor, and service have steadily increased. The current Consumer Price Index increased 6.8% in 2021, the largest increase in twelve months since 1982 (U.S. Bureau of Labor Statistics, 2021). The CPI has increased from 186.497 in 2008 to 278.88 in 2021, a difference of 92.383 index points, meaning cost of goods, labor, and services costs 49.53% more than they did in 2008 (U.S. Bureau of Labor Statistics, 2021; Trading Economics, 2021).

Adopting the fee proposal will ensure BLM CCSC can continue to offer and increase the diversity of visitor learning experiences that are relevant with customer interests, BLM education goals, and public lands services related to BLM's multiple use and sustained yield mandate. In addition, funds will assist with enhancing campus services, site infrastructure and maintenance, wayfinding, cleanliness, and visitor services and information will also benefit. These benefits will improve the overall visitor experience with the BLM CCSC.

Informal data based on comments from visitors indicates that most visitors find the current enhanced interpretive program fees to be appropriate and affordable. This proposal maintains that fee rate at an hourly rate. This increases flexibility to offer a greater diversity of programs, including diversity of program equipment, for the public. Visitors have indicated increasing interest in programs that enhance

understanding of outdoor recreation, science and nature education, nature journaling and art, food harvesting, and unique experiences outdoors. The fee schedule will enable BLM CCSC to respond to those programs of interest (e.g., film festivals, harvesting workshops, owl programs, birding basics, journaling and art, etc.). While there is a slight change in day-use sites, the fees are consistent with the current half-day fee structure, market research, and are below the average day-use rates found in Anchorage.

Benefits to the local economy may also be realized. An Outdoor Industry Association study found that in 2017, outdoor recreation generated \$887 billion in consumer spending in the United States and generated \$7.3 billion in Alaska alone. It also brought in \$337 million in Alaska state and local tax revenue. The FY19 DOI economic report found that BLM recreation in Alaska contributed to a total of 126 local jobs, resulting in labor income of over \$5 million. It is imperative to the local economy to keep recreation site infrastructure in good condition, clean, and serviced to high standards. Maintaining these high standards and creating new opportunities improves the overall recreational experience for current and future visitors alike.

New and adjusted fees would also benefit the natural environment by allowing the BLM CCSC to improve, manage, and operate recreational facilities effectively. By providing interpretive programs and day-use areas at the BLM CCSC, visitors can learn about public lands and how they can help maintain those areas. This then benefits public lands when visitors travel and have deeper knowledge of their role caring for and minimizing resource impacts.

BLM CCSC has a positive reputation providing dynamic interpretive programs for the public. Continuing these services through the proposed fee schedule will enhance BLM's relationship in the community, encourage positive use of public lands, and provide meaningful educational resources about natural and cultural resources consistent with BLM's mission.

5.6.2 Negative Impacts

Facilities and recreation sites represent a substantial public investment. In addition, as an environmental education facility, BLM CCSC provides important programming on the benefits of public lands and the public's role to help care for these resources. Not implementing the fee schedule could result in a decrease in available programming and services for the public. Visitors could expect to see a loss of functionality and use of these facilities if efforts to maintain and sustain the site decreased. Facility and labor costs continue to increase, meaning that not implementing the schedule could minimize program availability, impact visitor experiences, and delay important routine maintenance. Maintenance and upkeep costs would increase as the facility ages, which could lead to being unable to operate at full capacity. If facility maintenance is postponed because of insufficient funding, this could result in increased safety hazards, reduced services to the public, higher future costs, and inefficient operations. Funds available through FLREA will help support facility needs.

Overall, BLM CCSC receives consistent and increasing visitation, especially as programs reach a broader audience of public lands users. Without adopting the fee schedule, the BLM CCSC would become more dependent on fluctuating appropriated budget, which could lead to a reduction of services. This could also cause the site to decrease its ability to help BLM meet the goals outlined in the BLM Education, Interpretation, and Youth Engagement Strategy and the BLM Connecting with Communities Recreation Strategy.

As mentioned earlier, not raising or establishing these proposed site fees could impact services such as presenting programs and maintaining the sites. If the site fell into disrepair or lacked consistent services, that could decrease visitor use and, as a result, engagement in the local recreation economy.

Negative impacts to the environment could also occur. Less frequent contact with BLM CCSC staff to provide programs, create interpretive media, and maintain the site fails to provide the public with needed information like Leave No Trace Ethics and the importance of staying on trails.

6 Outreach

6.1 Public and Stakeholder Participation

Outreach efforts for proposed fee changes and new fee implementation will follow procedures outlined in FLREA. The BLM CCSC will engage public and stakeholder participation throughout the process, including issuing news releases, contact to customers, and information posted onsite and on the website regarding the proposal. In addition, and consistent with FLREA, a Federal Register Notice of Intent to collect recreation fees will be published six months before establishing any new recreation fee sites.

6.2 Visitor Feedback Mechanism

General feedback from visitors indicates that the current fees are reasonable and affordable. The proposed schedule keeps these rates consistent, with slight modification to the day-use rates for consistency with other sites in and around Anchorage.

BLM CCSC's plan for outreach and notice includes:

- Public notice of proposed fee changes posted onsite until implemented.
- Annual report on use of fees posted onsite.
- News releases sent to local and regional newspapers informing the public of the fee proposal. The proposal will include contact information for feedback.
- Information on draft business plans and fee changes will be posted at <https://www.blm.gov/programs/recreation/permits-and-fees/business-plans>.
- Fee information will be changed when new fee schedule implemented.
- Notice will be published in Federal Register six months before implementation.
- Present fee proposals via BLM's approved public notices in accordance with the waiver from Alaska's Governor regarding RAC consultation as appropriate.
- Notices and a hardcopy copy of this proposed plan will be posted on site for projects, programs and services funded through fee revenue.

BLM CCSC will consider comments from the public prior to approving implementation of the new fee schedule during a 30-day comment period.

The public may submit comments on the proposed recreation use fee changes via:

- Email: sciencecenter@blm.gov
- Fax: 907-267-1258
- Mail: BLM Campbell Creek Science Center, 5600 Science Center Drive, Anchorage, AK 99507

7 Appendices

7.1 Market Research of Programs, Equipment, and Day-Use

Table 16: Market Research - Enhanced Interpretive Program Fees

Workshops/Presentations

Name	Center/Organization	Cost (member)	Cost (nonmember)	Length	Hourly Rate (non member)	City	State
Wildflower Wander	North Cascades Institute	N/A	\$110.00	9.0	\$12.22	Sedro Woolley	Washington
Geology of Mount Baker's Easton Glacier	North Cascades Institute	N/A	\$110.00	12.0	\$9.17	Sedro Woolley	Washington
Herbs for Immunity and the Changing Season	North Cascades Institute	N/A	\$110.00	4.0	\$27.50	Sedro Woolley	Washington
Autumn Watercolors	North Cascades Institute	N/A	\$295.00	48.0	\$6.15	Sedro Woolley	Washington
Nature Watercolor Class	Schlitz Audubon Center	\$15.00	\$19.00	2.0	\$9.50	Milwaukee	Wisconsin
Personal Care Products	Summit Metro Parks	N/A	\$10.00	1.0	\$10.00	Akron	Ohio
Forest Bathing	Cincinnati Nature Center	\$12.00	\$21.00	2.0	\$10.50	Cincinnati	Ohio
How to Grow Pawpaw Trees	Cincinnati Nature Center	\$8.00	\$8.00	1.5	\$5.33	Cincinnati	Ohio
Owl Prowl	Cincinnati Nature Center	\$10.00	\$15.00	1.5	\$10.00	Cincinnati	Ohio
Introduction to Track Casting	Eagle River Nature Center	N/A	\$20.00	3.0	\$6.67	Eagle River	Alaska
Life in Denali	Denali Education Center	N/A	\$20.00	1.0	\$20.00	Denali Park Village	Alaska
Welcome to the Subarctic	Denali Education Center	N/A	\$20.00	1.0	\$20.00	Denali Park Village	Alaska
Group Dinner Program	Denali Education Center	N/A	\$75.00	2.5	\$30.00	Denali Park Village	Alaska
Gardiner to Grand Canyon of the Yellowstone Geology Field Trip	Yellowstone Forever	Discount	\$200.00	10.0	\$20.00	Gardiner	Montana
Average Workshop Hourly Cost					\$14.07		

Exploratory Hikes

Name	Center/Organization	Cost (member)	Cost (nonmember)	Length	Hourly Rate (non member)	City	State
Nature Discovery Hike	Schlitz Audubon Center	\$15.00	\$20.00	1.5	\$13.33	Milwaukee	Wisconsin
Marsh Birding Tour	Schlitz Audubon Center	\$75.00	\$90.00	7.5	\$12.00	Milwaukee	Wisconsin
Meditation	Schlitz Audubon Center	\$10.00	\$12.00	1.0	\$12.00	Milwaukee	Wisconsin
Shinrin Yoku (Forest Bathing)	Schlitz Audubon Center	\$20.00	\$30.00	2.0	\$15.00	Milwaukee	Wisconsin
Sea Lion Tour	Alaska Sealife Center (ASLC)	\$119.95	\$119.95	0.5	\$239.90	Seward	Alaska
Octopus Encounter	Alaska Sealife Center	\$89.95	\$89.95	1.0	\$89.95	Seward	Alaska
Animal Care Sneak Peak	Alaska Sealife Center	\$19.95	\$19.95	0.5	\$39.90	Seward	Alaska
Forest Bathing	Cincinnati Nature Center	\$12.00	\$21.00	2.0	\$10.50	Cincinnati	Ohio
Creatures of the Dock Tour	Wynn Nature Center	\$10.00	\$10.00	1.0	\$10.00	Homer	Alaska
Inspiration Ridge Tour	Wynn Nature Center	\$10.00	\$10.00	1.5	\$6.67	Homer	Alaska
Adult Discovery Hike	Aullwood Audubon Center	Free	\$10.00	1.5	\$6.67	Dayton	Ohio
Half-Day Guided Hike	Denali Education Center	N/A	\$90.00	3.0	\$30.00	Denali Park Village	Alaska
Full-Day Guided Hike	Denali Education Center	N/A	\$145.00	7.0	\$20.71	Denali Park Village	Alaska
A Walk Through Time Day Hike	Yellowstone Forever	Discount	\$195.00	10.0	\$19.50	Gardiner	Montana
Average (with ASLC)					\$37.58		
Average (without ASLC)					\$14.30		

Talks/Presentations

Name	Center/Organization	Cost (member)	Cost (nonmember)	Length	Hourly Rate (non member)	City	State
Hand-in-Hand	Schlitz Audubon Center	\$15.00	\$20.00	1.25	\$16.00	Milwaukee	Wisconsin
Chipmonk Adventures	Aullwood Audubon Center	\$15.00	\$17.00	1.5	\$11.33	Dayton	Ohio
Little PEEPs (Preschool Environmental Education Programs)	Kenai NWR	\$0	\$0	1.0	\$0.00	Soldotna	Alaska
Families Understanding Nature (FUN)	Kodiak NWR	\$0	\$0	0.75	\$0.00	Kodiak	Alaska
Pre-K Puffins Early Learning Program	Alaska Maritime NWR	\$0	\$0	1.5	\$0.00	Homer	Alaska
Little E-plorers	Eagle River Nature Center	\$0	\$0	0.5	\$0.00	Eagle River	Alaska
Blink	Anchorage Museum	\$0	\$0	1.5	\$0.00	Anchorage	Alaska
Trailside Discovery Camp (4/5)	The Alaska Center	N/A	\$295	40.0	\$7.38	Anchorage	Alaska
Average					\$4.34		

Virtual Programs

Name	Center/Organization	Cost (member)	Cost (nonmember)	Length	Hourly Rate (non-member)	City	State
Virtual Urban Harvest: Wild Herbs	Anchorage Museum	\$9	\$10	1.25	\$8.00	Anchorage	Alaska
Virtual Urban Harvest: Earthquake Preparedness	Anchorage Museum	\$9	\$10	1.0	\$10.00	Anchorage	Alaska
Seclusion Hut Healing	Anchorage Museum	\$0	\$0	1.0	\$0.00	Anchorage	Alaska
Animal Encounter	Alaska Zoo	N/A	\$150	1.0	\$150.00	Anchorage	Alaska
Average					\$6.00		

Field Trip/Camp Education Programs

Name	Center/Organization	Cost (member)	Cost (nonmember)	Length	Hourly Rate (non-member)	City	State
Day Camp (Afternoon Adventures)	Trailside Discovery Camp	N/A	\$6	4.0	\$1.56	Anchorage	Alaska
Day Camp (Wilderness Wednesday)	Trailside Discovery Camp	N/A	\$19	9.0	\$2.11	Anchorage	Alaska
Field Trip: Guided Encounter	Anchorage Zoo	N/A	\$20	1.0	\$20.00	Anchorage	Alaska
Field Trip: Self-Guided	Anchorage Zoo	N/A	\$9	1.5	\$6.00	Anchorage	Alaska
Field Trip: Zoo School	Anchorage Zoo	N/A	\$15	0.5	\$7.50	Anchorage	Alaska
Field Trip	Blandford Nature Center	N/A	\$6	1.5	\$4.00	Grand Rapids	Michigan
Field Trip	Eagle River Nature Center	N/A	\$4	2.0	\$2.00	Eagle River	Alaska
Education Program Average					\$6.17		

Table 17: Market Research on Distance Learning/Virtual Programs

Program Name	Organization	City	State	Length	Cost	Max Students	Cost per student	Cost for additional students (per)
Arctic Discoveries: Moose Mysteries	Alaska Zoo	Anchorage	Alaska	30-45 minutes	\$70.00	30	\$2.33	N/A
Santa's Reindeer Tails	Alaska Zoo	Anchorage	Alaska	30-45 minutes	\$150.00	30	\$5.00	N/A
Scoop on Poop	Alaska SeaLife Center	Seward	Alaska	55-minute	\$210.00	30	\$7.00	\$1.00
Squid Dissection	Alaska SeaLife Center	Seward	Alaska	55-minute	\$230.00	30	\$7.67	\$1.00
Other Programs	Alaska SeaLife Center	Seward	Alaska	55-minute	\$180.00	30	\$6.00	\$1.00
Bugs and Insects	Discovery Center of Springfield	Springfield	Missouri	45 minutes	\$165.00	30	\$5.50	N/A
Ecology	Discovery Center of Springfield	Springfield	Missouri	45 minutes	\$180.00	30	\$6.00	N/A
Marine Mammals and Their Senses	Pacific Marine Mammal Center	Laguna Beach	California	30 minutes	\$95.00	30	\$3.17	N/A
Virtual Invertebrate Encounter - Insects	The Butterfly Pavilion	Westminster	Colorado	45 minutes	\$100.00	45	\$2.22	N/A
Science Chats	University of Nebraska State Museum	Lincoln	Nebraska	15 minutes	\$35.00	30	\$1.17	N/A
Good things come in Trees	Royal Botanical Gardens			45 minutes	\$140.00	30	\$4.67	N/A
Forest Ecology	Long Island Science Center	Riverhead	New York	45 minutes	\$150.00	25	\$6.00	N/A
Average:					\$142.08	31	\$4.73	\$1.00

Table 18: Market Research of Equipment Costs for Equipment Package

Equipment Rental (per day costs)	Alaska Outdoor Gear Outfitter & Rentals	REI	AMH	Play It Again Sports	APU	UAA	Average per Day	Average per hour	Average per 3-hr Program
Snowshoes	\$18	\$27	N/A	N/A	\$5	\$5	\$14	\$0.57	\$1.72
Binoculars	\$20	N/A	N/A	N/A	N/A	N/A	\$20	\$0.83	\$2.50
Backpack	\$14	\$23	N/A	N/A	N/A	\$7	\$15	\$0.61	\$1.83
GPS unit	\$20	N/A	N/A	N/A	N/A	N/A	\$20	\$0.83	\$2.50
Spotting Scope	\$26	N/A	N/A	N/A	N/A	N/A	\$26	\$1.08	\$3.25
Overall Average Equipment Rental Cost							\$19	\$0.79	\$2.36

Craft Supplies	Amazon	Walmart	Acorn Naturalist	Average Cost
Writing Tool	\$0.88	\$0.80	N/A	\$0.84
Journal (generic)	\$4.56	\$4.99	\$6.95	\$5.50
Journal (rite-in-rain)	\$6.55	\$5.00	\$6.95	\$6.17
Average cost for journal				\$5.83
Average cost writing supply				\$0.84
Sum Average				\$6.67

Tools	Amazon	Walmart	Acorn Naturalist	Average Cost
Stream Study Equipment	\$24.99	N/A	\$39.95	\$32.47
Magnifying glasses	\$16.92	\$13.24	\$15.95	\$15.37
Field Guide	\$16.56	\$16.56	N/A	\$16.56
Compass	\$19.99	\$17.99	19.95	\$19.31
Sum Average				\$20.93

Overall Average Program Supply Costs	Average per Day	Average per hour	Average per 3-hr Program	Average Cost
Equipment (Craft Supplies)	\$7	\$7	\$7	\$7
Equipment (Tools)	N/A	N/A	N/A	\$21
Equipment (Rentals per 3-hrs)	\$19	\$1	\$2	\$2
Sum				\$30
Overall Average Equipment Cost				\$10

Table 19: Market Research - Group Day Use

Organization	Room Rental	Size	Capacity Limit (Standing)	Hourly Cost	Half Day Cost	Daily Cost	Before/ After Hours per Hour	Cleaning Deposit	Rental Time Limit	City, State	Private/ Public
AK Aviation Heritage Museum	Main Hangar	Large	150	\$300	\$1,200	\$2,400	N/A	N/A	N/A	Anchorage, AK	Nonprofit
AK Aviation Heritage Museum	Odom Hangar	Large	300	\$375	\$1,500	\$3,000	N/A	N/A	N/A	Anchorage, AK	Nonprofit
AK Aviation Heritage Museum	Merrill Field Tower	Medium	48	\$175	\$700	\$1,400	N/A	N/A	N/A	Anchorage, AK	Nonprofit
AK Aviation Heritage Museum	Full Museum	Full	498	\$500	\$2,000	\$4,000	N/A	N/A	N/A	Anchorage, AK	Nonprofit
AK Native Heritage Center	Theater	Large	100	N/A	\$0	\$1,700	N/A	N/A	N/A	Anchorage, AK	Nonprofit
AK Native Heritage Center	Gathering Space	Large	150	N/A	\$0	\$2,150	N/A	N/A	N/A	Anchorage, AK	Nonprofit
Eagle River Nature Center	Classroom Yurt	Medium	47	N/A	\$200	\$400	N/A	\$75	7 hrs	Eagle River, AK	Nonprofit
Eagle River Nature Center	Conf. Room	Small	12	N/A	\$200	\$400	N/A	\$75	7 hrs	Eagle River, AK	Nonprofit
Kincaid Outdoor Center	500-1,000 sq/ft	Medium	N/A	\$40	\$160	\$320	N/A	\$500	8 hrs or less	Anchorage, AK	Muni
Kincaid Outdoor Center	1000-2000 sq/ft	Large	N/A	\$50	\$200	\$400	N/A	\$500	8 hrs or less	Anchorage, AK	Muni
Kincaid Outdoor Center	2000-3000 sq/ft	Large	N/A	\$80	\$320	\$640	N/A	\$500	8 hrs or less	Anchorage, AK	Muni
Kincaid Outdoor Center	Business Package	Full	N/A	N/A	N/A	\$1,350	N/A	N/A	8 hrs or less	Anchorage, AK	Muni
Kincaid Outdoor Center	Business Package	Full	N/A	N/A	N/A	\$1,650	N/A	N/A	10 hrs	Anchorage, AK	Muni
Kincaid Outdoor Center	Food Service Area	Kitchen	N/A	\$15	\$60	\$120	N/A	N/A	N/A	Anchorage, AK	Muni
Linda Skelkregg Chalet	Main Room with Kitchen	Large	120	\$50	\$200	\$400	N/A	N/A	N/A	Anchorage, AK	Muni
Linda Skelkregg Chalet	Lower Room	Medium	20	\$20	\$80	\$160	N/A	N/A	N/A	Anchorage, AK	Muni
Linda Skelkregg Chalet	Outside Area	Outside	N/A	\$0	\$65	\$85	\$100	\$500	N/A	Anchorage, AK	Muni
Loussac Library	Raven Meeting Hall	Medium	39	\$50	\$200	\$400	N/A	N/A	N/A	Anchorage, AK	Muni
Loussac Library	Wilda Marston Theater	Large	232	\$110	\$440	\$880	N/A	N/A	N/A	Anchorage, AK	Muni

Organization	Room Rental	Size	Capacity Limit (Standing)	Hourly Cost	Half Day Cost	Daily Cost	Before/ After Hours per Hour	Cleaning Deposit	Rental Time Limit	City, State	Private/ Public
Spenard Community Recreation Center	Multi-purpose Room	Large	N/A	\$70	\$280	\$560	\$100	\$500	N/A	Anchorage, AK	Muni
Spenard Community Recreation Center	West Medium Conf. Room	Medium	N/A	\$50	\$200	\$400	\$100	\$500	N/A	Anchorage, AK	Muni
The Megan Room	Full Space	Large	115	N/A	\$350	\$600	N/A	N/A	N/A	Anchorage, AK	Private
University of Alaska Anchorage	Lucy Cuddy Hall	Large	250	N/A	\$650	\$800	N/A	N/A	N/A	Anchorage, AK	University
University of Alaska Anchorage	Classroom	Large	139	N/A	\$250	\$420	N/A	N/A	N/A	Anchorage, AK	University
University of Alaska Anchorage	Gorsuch Commons	Large	107	N/A	\$250	\$375	N/A	N/A	N/A	Anchorage, AK	University
Average (Full Facility)			498	\$500	\$2,000	\$2,333					
Average (Large Room)			166	\$148	\$434	\$1,102					
Average (Medium Room)			39	\$67	\$257	\$513					

Table 20: Market Research - RV Sites (Electric)

RV Site Name	City, State	Nightly Cost
Bird Creek	Bird Creek, AK	\$20
Anchorage Ship Creek RV Park	Anchorage, AK	\$59
Golden Nugget RV Park	Anchorage, AK	\$50
Creekwood RV Park	Anchorage, AK	\$40
Seward Waterfront Park	Seward, AK	\$40
KOA	Seward, AK	\$50
Miller's Landing	Seward, AK	\$40
Ocean Shores RV Park	Homer, AK	\$70
Homer Spit	Homer, AK	\$40
Tenderfoot Creek Campground	Upper Summit Lake, AK	\$18
Riley Creek Campground	Denali National Park, AK	\$34
Average Cost/Night (All)		\$42
Average Cost/Night (with electric/water)		\$50

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