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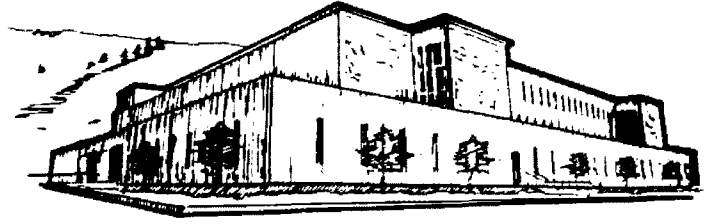
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University of
Montana

PARTNERSHIP ASSESSMENT FOR THE PROPOSED
MONTANA YELLOWSTONE INFORMATION CENTER

by

Amy K. Ballard

B.S., Allegheny College, 1986

M.S., Colorado State University, 1988

Presented in partial fulfillment of the requirements


for the degree of

Master of Forestry

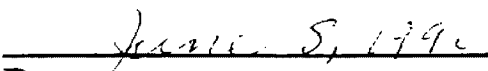
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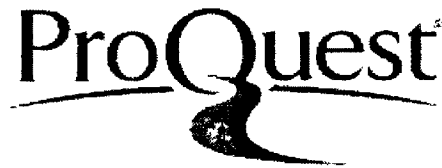


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SECTION I. INTRODUCTION

Visitor information centers strive to increase the visitor's length of stay in the community or state, enhance the visitor's experience, and provide needed visitor services. By providing comprehensive travel information on the state's recreational opportunities and accommodations, visitor information centers make the state more accessible to visitors.

Declining economies and the decrease in available jobs in traditional fields, has caused states and local communities to take a closer look at the value of tourism. An increase in tourist demand for recreational opportunities and accommodations increases local jobs and income.

In 1989 the State of Montana, realizing tourism's direct economic benefits to its communities and the state, allocated money to study the most beneficial and effective state entrances for locating visitor information centers. West Yellowstone, Montana was chosen as one the six final sites. This study focuses on a potential state multipartnership visitor information center in West Yellowstone, Montana.

The West Yellowstone Chamber of Commerce members already experiencing the direct economic benefits of tourism, initiated plans to build a combined visitor information center and community center in 1985. The purpose

of these plans was to better serve the visitor needs in their community. In addition, the Montana Yellowstone Information Center would provide a community meeting room, Chamber of Commerce and City offices.

Since the initiation of these plans the Gallatin National Forest and Yellowstone National Park, surrounding the City of West Yellowstone, became potential partners. The proposed visitor information center would make forest and park information more accessible to visitors in the West Yellowstone area. This would increase visitor safety and enjoyment of these federal lands.

The purpose of this study was to formally disclose the needs and roles of the potential partners in the proposed multipartnership information and interpretation center. Needs and roles were disclosed through data collected from personal interviews with the key individuals involved in initiating and developing the visitor information center plans. Partnership alternatives were formulated based on the personal interview data, and on the data collected on the operating plans of state managed visitor information centers.

This study consists of four sections. Section one, Introduction, outlines the need for the study, states the study objectives, and provides background information on current partnership development plans. Section two, Methodology, discusses survey procedures, survey instrument development, data analysis, and limitations. Section three, Results, presents a nonevaluative analysis of the study in narrative and tabular form. Section four, Conclusions and Recommendations, summarizes the study results, presents partnership alternatives derived from the collected data, and suggests steps to a partnership association.

A. Problem Statement and Objectives

The problem this study addresses is determining the feasibility of the proposed Montana Yellowstone Information Center given the potential partners' perceived roles and objectives. The purpose of this study was to formally disclose the potential partners' involvement needs, and objectives. From this information, partnership feasibility was assessed. The assessment results of this multipartnership will produce a program that provides both quality visitor services and effective interpretive messages.

The study objectives served to direct the completion of the project and fulfill the purpose of the study:

1. To determine the potential partners' participation roles and objectives;
2. To determine the potential partners' perceived participation roles and objectives of the other partners;
3. To provide alternatives to meet the potential partners' objectives and needs.

B. Study Background

The West Yellowstone Chamber of Commerce began the initial planning stages for a visitor information center in 1985 (V.I.C. will be used interchangeably with visitor information center throughout this paper). The City of West Yellowstone was interested at this time in a facility that would also house the Justice of the Peace and City Judge, town records and clerk, and provide an area

that would serve the purpose of a community meeting room and court room. Since this time, the justice of the peace no longer needs an office in the facility.

The present West Yellowstone Chamber of Commerce staff receive visitor questions about the adjoining Gallatin National Forest and Yellowstone National Park recreation opportunities, accommodations, and facilities. For this reason, the Chamber of Commerce approached both federal agencies proposing a possible partnership in the V.I.C.

In 1989, while preliminary West Yellowstone and federal agency plans were developing, the Montana Department of Commerce revealed that they were developing a plan for a system of visitor information centers at a number of Montana ports of entry. West Yellowstone was chosen as a site for a state V.I.C.

The proposed West Yellowstone V.I.C. is needed to (1) provide information on the recreational opportunities and accommodations available on the Gallatin National Forest and Yellowstone National Park, (2) provide adequate visitor services such as public restrooms, public telephones, and accurate travel information, (3) provide accommodation and recreation information on the local community, (4) provide accommodation and recreation information for the state of Montana, and (5) provide a facility in which to interpret the Greater Yellowstone Area. The proposed V.I.C. is a facility where area visitors could access the information needed to make their trip to Montana an enjoyable and safe visit.

A few conflicts for partnership feasibility have arisen to date. First, there are concerns that the City's involvement in the V.I.C, will distract from the

center's main objective which is visitor services. A second concern is which partner(s) should construct and own the facility. A third concern is how operating expenses should be financed.

The following background information describes the past involvement activities of each of the five potential partners, and updates the present V.I.C. development plans. First, background information on the West Yellowstone Chamber of Commerce and City of West Yellowstone is presented next, information on the State of Montana is discussed, and finally, the Gallatin National Forest, and Yellowstone National Park is made clear.

1. West Yellowstone Chamber of Commerce, and
City of West Yellowstone

The West Yellowstone Chamber of Commerce found that their present tourist information facility is inadequate to serve the needs of the large volume of tourists visiting the area, which includes those visiting Yellowstone National Park and the Gallatin National Forest. Presently, the Chamber of Commerce provides tourist information and visitor services in a small trailer located on the south end of Canyon Street. The Chamber of Commerce executive members reveal that office space provided in the trailer is inadequate to meet the needs of the full-time staff. To adequately serve the public, the staff need a quality working environment. Staff needs include a meeting room, storage space, public restrooms, expanded display area, and a reservation center.

In addition to the West Yellowstone Chamber of Commerce facility needs, the City of West Yellowstone expressed facility needs as well. These needs include office space for the Justice of the Peace, City Judge, town clerk and town records, and a community meeting room.

To meet the above needs, a community center project called the Montana Yellowstone Community Center, also called the Montana Yellowstone Information Center, was proposed by the West Yellowstone Chamber of Commerce. This project outlines the first development plan for a V.I.C. in West Yellowstone. It has been used as a catalyst to initiate involvement by other partners. The plan's components, discussed below, are not agreed upon by all five potential partners at this time. The reason is the State of Montana and federal agencies do not feel their needs are expressed in the plans because they were approached after the plans were designed. The Chamber of Commerce agrees that the plans can be changed to accommodate the needs of the new partners. Appendix A contains the Montana Yellowstone Community Center Development Plan which includes site location, architectural designs, project description and need, construction costs, and potential funding sources for construction and operation.

The function of the project is to (1) provide information and reservation needs to the tourists of Yellowstone National Park, the Gallatin National Forest, and community, and (2) provide offices to the Chamber of Commerce and City of West Yellowstone and a community meeting room.

The Montana Yellowstone Information Center is proposed to be built at the present location of the Chamber of Commerce visitor center (south end of

Canyon Street) on City of West Yellowstone land (Figure 1). The City of West Yellowstone currently leases the property to the Chamber of Commerce free of charge and renews the lease every five years as long as property use does not involve private enterprise. The project proposes an 8,000 square foot community center building with associated parking lots, sidewalks, and landscaping. In addition to meeting the objectives of the center, the interior design also provides rental office and storage space for the potential federal agency and state involvement facility needs (Mattson, Prugh, and Lenon, 1987). See Appendix A for details.

The total anticipated development costs is \$455,000 (Table 1). This price includes building and parking lot construction, and development fees. To finance the construction, operation and maintenance costs, this plan proposes each partner pay for the square footage to be used (City of West Yellowstone 40%, Chamber of Commerce 40%, Justice of the Peace and City Judge 20%). These percentages were calculated before the federal agencies or State of Montana were involved in the plans.

Proposed funding for the construction includes (1) Community Development Block grant funding, (2) EDA funding, (3) U.S. Park Service and U.S.D.A. Forest Service funding (for the service of an information and reservation system), (4) state funding, and (5) private funding sources (Forsgren Associates, P.A.). Also, the Chamber of Commerce proposes to lease office and storage space to the Gallatin National Forest and Yellowstone National Park to offset the construction loan payments.

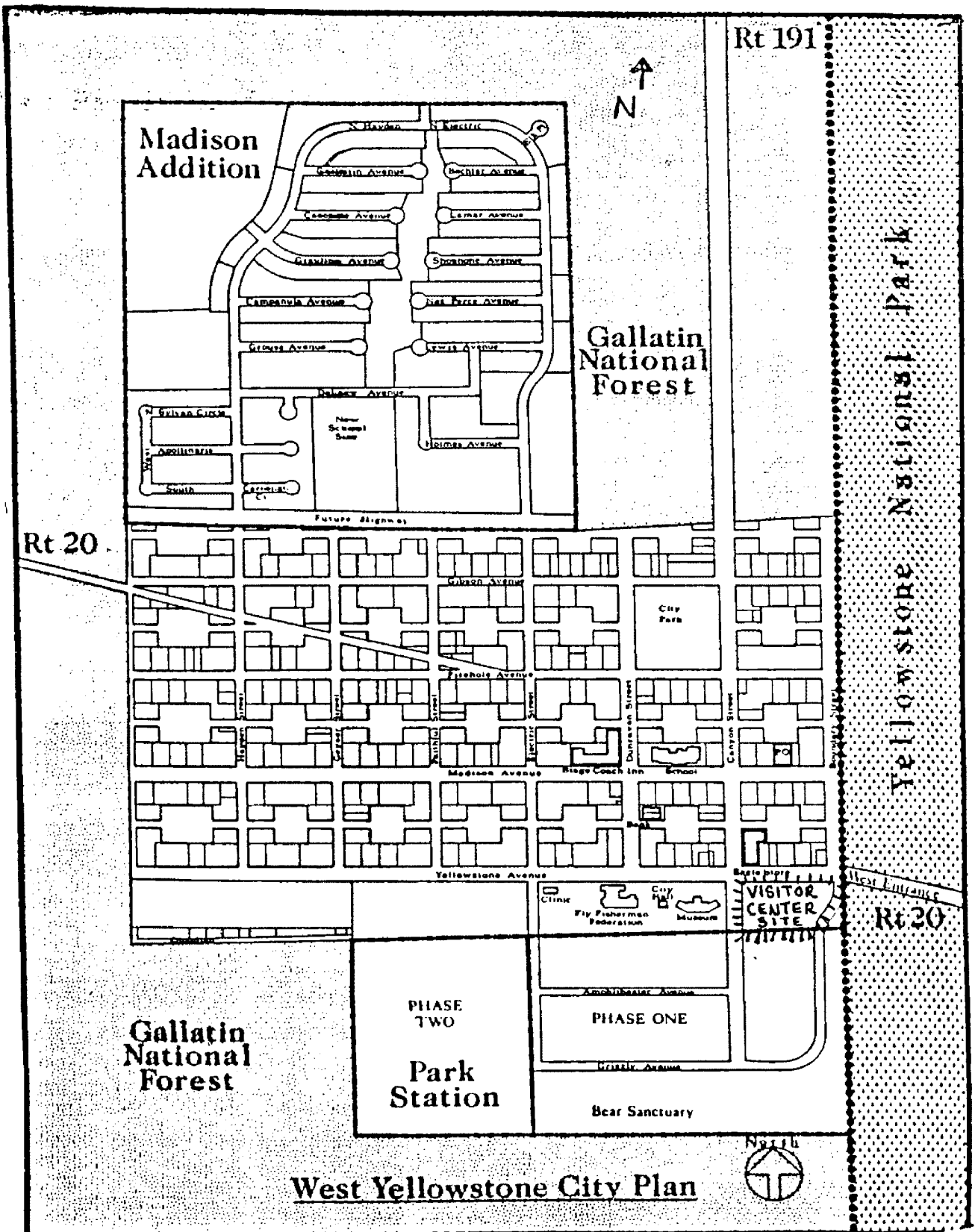


Figure 1. Proposed Site for the Montana Yellowstone Information Center

Development Costs

Building - Main Floor	\$222,000	
Basement	<u>\$105,000</u>	
SUBTOTAL:		\$327,000
Parking Lot Pavement	\$ 20,000	
Sidewalk	\$ 14,000	
Curb and Gutter	<u>\$ 3,000</u>	
SUBTOTAL:		\$ 37,000
Contingencies and Development Fees (25%)	<u>\$ 91,000</u>	
GRAND TOTAL:		\$455,000

(These costs are projected on the basis that approximately 8,000 squ. ft. of the building will be finished and ready for occupancy.)

Table 1. Proposed Montana Yellowstone Information Center
Development Costs (Prugh & Lennon, 1987)

The Montana Yellowstone Information Center is an element in the proposed development plan called "Park Station Limited" (Stackpole, Lewis, and others). Appendix B contains the Park Station Limited initial site design and architectural concepts study.

Park Station Limited is a proposed commercial development to be located behind the proposed Montana Yellowstone Information Center on 80 acres of land. This complex includes a "Grizzly Bear Sanctuary" referred to as the "keystone" of the complex. The sanctuary will include an interpretive center and museum, study center, amphitheater, and exhibit areas encompassing a total of 18,700 square feet. Also included in the complex is a 200 room Park Station Lodge, IMAX theater, pedestrian mall, and U.S. Post Office (Figure 2).

Private and corporate funding will be used to construct the facilities in Park Station Limited. The IMAX theater officials have suggested they will give \$125,000 toward construction of the Montana Yellowstone Information Center if the center's architectural design does not obstruct or detract from the theater design (Robinson, Lewis, 1990). The theater is proposed to be built directly behind the V.I.C. The only influence Park Station Limited has on the planning of the Montana Yellowstone Information Center would be that the exterior of the information center compliment the Park Station Limited design. The Gallatin National Forest and Yellowstone National Park are aware of the proposed complex and do not anticipate conflicts with forest or park service operations or objectives.

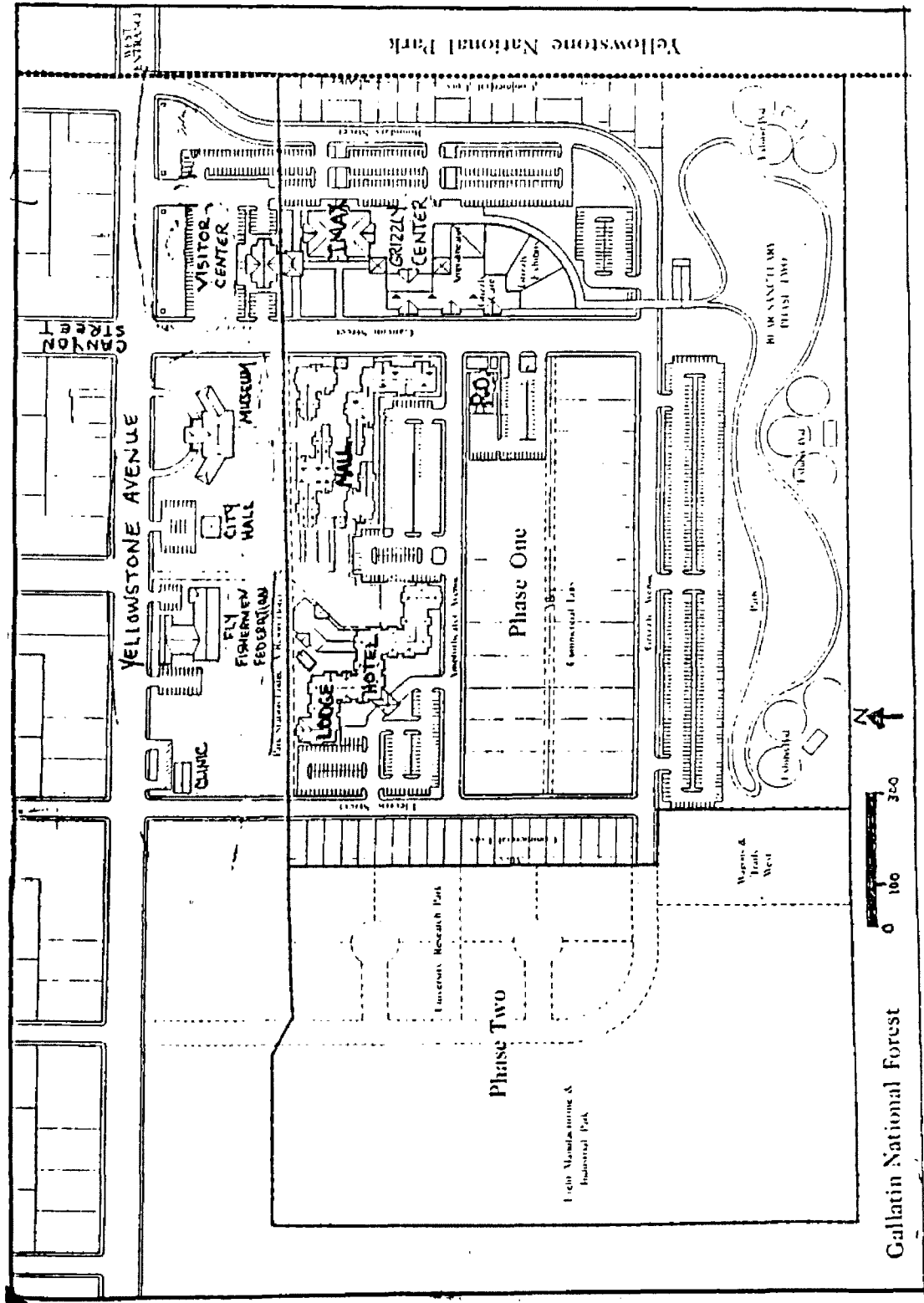


Figure 2. Proposed Park Station Limited Concept Plan

2. Montana Department of Commerce

The Montana Department of Commerce calculated the potential economic benefits from the construction and operation of a system of six visitor information centers at a number of Montana ports of entry to be \$4,267,000 a year. More specifically, a V.I.C. located at West Yellowstone, Montana would result in an estimated \$684,000 a year in additional direct expenditures by non-residents (Martin, Steve, Draft report, Institute of Tourism and Recreation Research (ITRR)).

House Bill 550, passed by the Legislature in 1989, authorized the Department of Commerce to develop a plan for a system of Montana visitor information centers. This act requires the Department of Commerce, acting as lead agency in conjunction with others, to present to the 52nd Legislature a plan for tourist welcoming and information centers in Montana (Appendix C).

The plan should include (1) a determination of feasibility of construction and operation, (2) designation of the most beneficial and effective sites, (3) a determination of land needed, including estimated cost of acquiring the land, (4) architectural and artistic designs, (5) a suggested staffing and operating plan, and (6) a formal proposal for funding the design, construction, maintenance and operation of the centers (Appendix C).

Travel Montana, a division of the Department of Commerce, has assumed the leadership role in developing the state V.I.C. plans. Travel Montana is working in conjunction with the Institute for Tourism and Recreation Research at the University of Montana, the Department of Highways, Fish, Wildlife and

Parks, the Montana State University School of Architecture, the U.S.D.A. Forest Service, local Chambers of Commerce, and others to gather information for the plan.

The Montana visitor information center's goals include (1) to enhance visitor's experiences in Montana, (2) to increase word-of-mouth advertising about Montana, (3) to improve visitor's images and perceptions of Montana as a vacation destination, (4) to increase visitors' length of stay in Montana, (5) to increase visitor expenditures in Montana, and (6) to increase the likelihood of visitors returning to Montana (Martin, Steve, draft report, ITRR).

The Montana visitor information center's objectives include (1) to provide visitors with high quality information about Montana such as recreational opportunities and attractions, accommodations, available services, travel routes, and road conditions, (2) to strive to make visitors' first contact in Montana a positive one, (3) to make the visitor information center an attraction and activity in itself by incorporating regional and state exhibits and video displays on the state's recreational opportunities, (4) to give each visitor information center a unique theme related to the region in which it is located, (5) offer services needed by travelers, such as clean restrooms, water, coffee, picnic areas, free lodging reservation service, and personal travel planning assistance, and (6) advertise visitor information centers to travelers (Martin, Steve, draft report, ITRR).

The State of Montana has suggested certain roles for the federal agencies and Chamber of Commerce. The State of Montana would like to see the federal

agencies provide the regional exhibits and theme, and the Chamber of Commerce provide the reservation system for the V.I.C.

The Institute for Tourism and Recreation Research's proposed report completion deadlines are architectural plan completion by July 15, 1990, and complete the report for the 52nd Legislature by October 15, 1990. At this time, architectural design are being developed by Montana State University for the proposed West Yellowstone V.I.C. with all five partner involvement objectives and needs in mind.

3. Federal Agencies

The Gallatin National Forest and Yellowstone National Park provide year-round recreational opportunities which attract the large volume of visitors to the West Yellowstone area. Fishing and wildlife viewing are enjoyed in the summer, and snowmobiling and cross-country skiing are enjoyed in the winter. These federal agencies need a year-round facility in the area to make information on these activities more accessible. A year-round facility would also aid in the interpretation of the region, recreation opportunities available, rules and regulations, and the different missions of each agency. More accessible recreation information would lead to a safer and more enjoyable visit.

Presently, the Gallatin National Forest provides visitor information at the Hebgen Lake Ranger District Office located at the north entrance to West Yellowstone and, the Earthquake Lake Visitor Center, located 35 miles northwest of West Yellowstone. The Gallatin National Forest would like to participate in

the proposed information center partnership to make forest service recreational opportunity information, and information on the USDA Forest Service and Greater Yellowstone Area more available to the public.

Presently, Yellowstone National Park provides minimal park information and staff assistance at the west entrance gate of the park. The closest visitor information center, which provides interpretive services and available staff to answer visitor questions, is located at the Madison Junction Intersection 17 miles east of the west gate. Some National Park information is available at the Chamber of Commerce building.

Yellowstone National Park would like to contact the visitors before they travel through the west gate to (1) reduce the long lines of visitors waiting to enter the park at the west entrance gate, (2) provide a formal introduction to the park by trained staff, (3) provide visitor services such as a campground/hotel reservation system, and (4) provide interpretation programs for visitors unable to stay overnight in the park (interview, J. Halladay, 11/89).

In the past, Yellowstone National Park has provided a seasonal ranger to staff the West Yellowstone Chamber of Commerce V.I.C. This commitment has been inconsistent due to the park's budget and staff limitations. Also, a temporary visitor center was once established by Yellowstone National Park just inside the west gate. This visitor center was unsuccessful because visitors were eager to get to Old Faithful and would not stop once they proceeded through the west gate (interview, J. Halladay, 11/89). Visitors to Yellowstone National Park travelling through West Yellowstone usually stop at the current Chamber of

Commerce building to find a public restroom, and obtain park information (interview, M. Wanner, 2/90).

The Gallatin National Forest and Yellowstone National Park comprise part of the Greater Yellowstone Area. The Greater Yellowstone Area contains portions of six National Forests and two National Parks. The contiguous portions of these forests and parks encompass approximately 11.7 million acres of federal, state and private lands. The area lies within Montana, Idaho, and Wyoming and includes parts of 12 counties (Figure 3).

In the early 1960's forest and park managers in the Greater Yellowstone Area recognized the need for coordinating their management actions to preserve this unique area and manage the land as a whole. The Greater Yellowstone Coordinating Committee (GYCC) was developed from this need. This committee consists of the Regional Director- US Park Service (Rocky Mountain Region), National Park Service Superintendents- Grand Teton National Park and Yellowstone National Park, USDA Forest Service Regional Foresters (Intermountain Region, Northern Region, and Rocky Mountain Region), USDA Forest Service Supervisors- Beaverhead, Bridger Teton, Custer, Shoshone, Targhee, and Gallatin National Forests.

The GYCC does not interpret their mission and management direction formally with displays and trained staff in a facility. The Montana Yellowstone Information Center would be an avenue for the GYCC to make their management directions and actions accessible to the public. The interpretive displays would

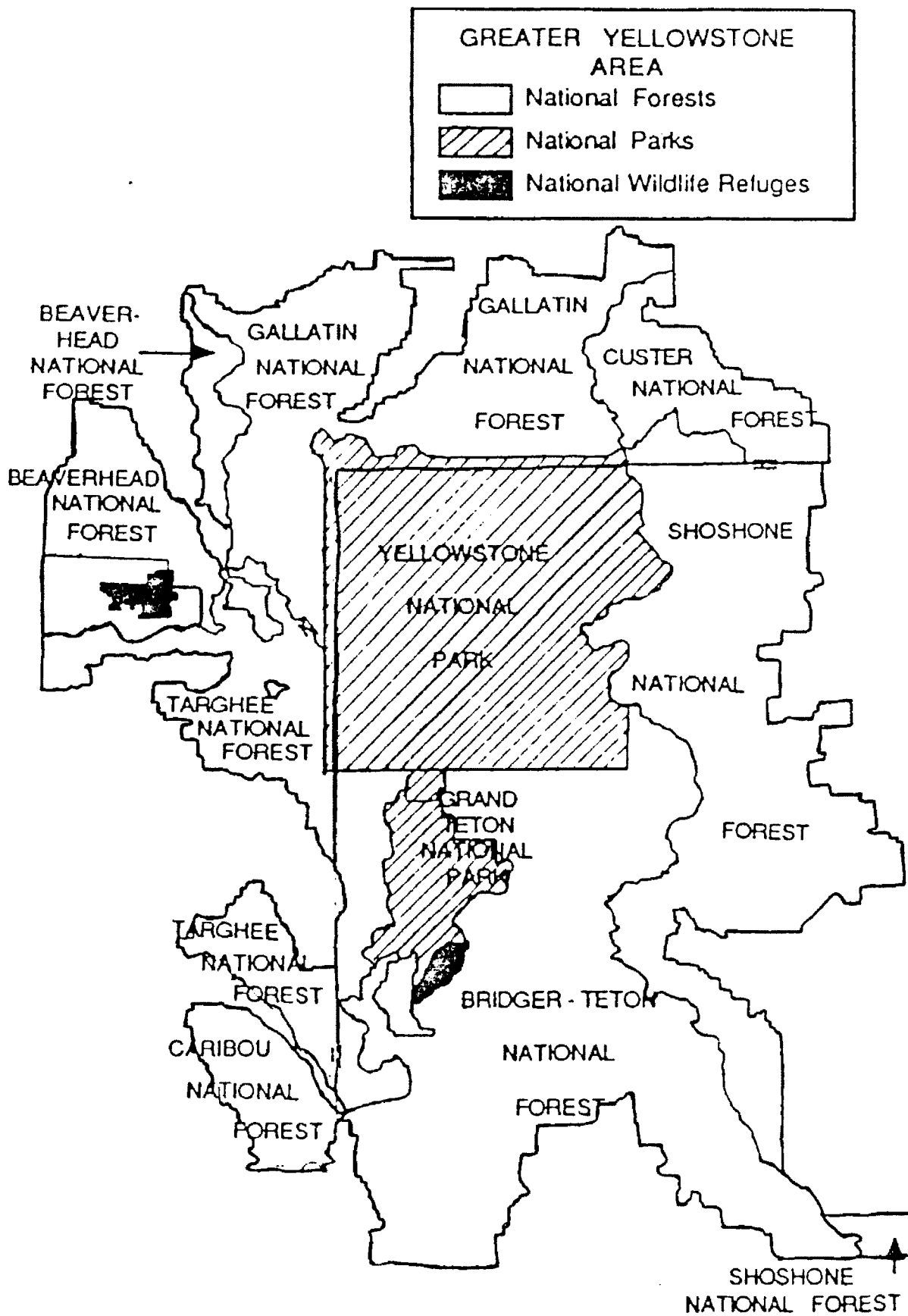


Figure 3. Greater Yellowstone Area Map

also serve the State of Montana V.I.C. objective which is to include regional displays in the centers.

SECTION II. METHODOLOGY

The purpose of this study was to formally disclose the needs and involvement objectives of the potential partners of the proposed multipartnership V.I.C. in West Yellowstone. Partnership alternatives were determined from the needs and involvement objectives of the partners, and from the operational plans of the surveyed state managed visitor information centers. Through this information the feasibility of the partnership was assessed.

The study methodology contains two parts. First, the key individuals involved in the visitor information center development plans were interviewed to discern partnership roles, involvement objectives, and other concerns. Second, other state's tourism departments involved in V.I.C. management were surveyed to discern examples of visitor center operating procedures. This section defines the survey procedure, sampling instruments, sampling selection, data analysis and methodology limitations.

A. Survey Procedure

1. Instrument Development

Two data collection instruments were used to collect the needed data. Interviews were used to solicit information from the key individuals involved in

V.I.C. plans. A mail questionnaire was used to solicit information on the operating procedures of states that manage visitor information centers.

a. Interviews of the Representatives of Potential Partners

The data collection instrument used to solicit information from the key individuals involved in the V.I.C. development plans was a personal interview (Appendix D). The personal interview was chosen over mail questionnaires or telephone interviews. Although, personal interviews may include interviewer bias and respondent bias because there is no anonymity of the respondent, the advantages, in this case, outweighed the disadvantages.

First, the personal interview was chosen because it allows the interviewer to interact with the respondent and clarify confusing or misunderstood responses. Second, the personal interview permits a closer association and confidence between respondent and interviewer. Third, in this case, the personal interview cost was minimal because of the small number of respondents interviewed (Bailey, 1982).

One pretest was administered before the interviews were given to identify confusing or irrelevant questions. This allowed the interview questions to be fine-tuned to the study subjects and objectives. Minor alterations were made to several interview questions. Alterations included merging two questions into one question to eliminate redundancy.

The ten personal interview questions covered two topics, (1) how the respondent perceives their organization fitting into the visitor information center,

and (2) how the respondent perceives the other four organizations fitting into the visitor information center. The following categories were covered for both topics: (1) visitor services (exhibits/programs, auditorium, restrooms, reservation system, storage, workrooms, library), and (2) administration (office space, meeting rooms, storage, staff, construction, operation, and maintenance costs).

The validation procedure for the interview data collection instruments was face validity. Face validity is assessed by the researcher studying the concept to be measured and determining with best judgment, whether the instrument arrives at the concept adequately. The problem or concept must be clearly defined for reliable face validation (Bailey, 1982).

Face validity in this study was extremely high because the partnership cooperation problems for the Montana Yellowstone Information Center were clearly defined and the study objectives, and interview questions based on these problems. The methodology was formulated to fulfill the study objectives.

The interview data collection instrument was directed at obtaining results to fulfill study objectives one, to determine the potential partner's participation roles and objectives, and study objective two, to determine the potential partner's perceived participation roles. The interview questions solicited responses to define the respondent's perception of their organization's role and the role of the other organizations in the proposed V.I.C.

To determine more comprehensive and thorough alternatives for the proposed partnership, other states that managed visitor information centers were surveyed. The surveys solicited information to discover state V.I.C. operational

procedures and determine if these procedures could be incorporated into the proposed partnership operational plans.

b. Survey of State Managed Visitor Information Centers

The data collection instrument used to solicit information about other state managed V.I.C. operational plans was a mail questionnaire (Appendix E). The mail questionnaire was chosen over personal interviews and telephone interviews. Although mail questionnaires frequently show a low return rate, the advantages in this case, because of the large sample size and geographic location of the sample, outweighed the disadvantages (Bailey, 1982).

First, the mail questionnaire was less expensive to administer than telephone interviews of 26 nationwide state visitor center managers. Second, the mail questionnaire saved time because all the questionnaires were sent simultaneously and the response was requested at a specific date. To ensure a higher return rate, a follow-up postcard was sent to the states that had not returned the mail questionnaire by the deadline.

The mail questionnaire was not pretested. The reason is the mail questionnaire was designed from the interview questions after all the interviews were completed. Validity was lowered slightly due to no pretest. Potential confusing questions could be answered differently if the mail questionnaire were administered a second time. The lower validity does not have an effect on the survey results. The author of this study called the states that responded with confusing answers to ensure accurate survey results.

The ten questions from the mail questionnaire covered two categories, (1) administration (state controlling department(s), budget, improvement plans), and (2) operation (annual budget, number of visitor centers, role of state department(s), role of private or federal partner(s), exhibits, visitor services offered). The ten questions were used to determine how closely the surveyed state's V.I.C. plans came to the Montana Yellowstone Information Center's proposed plans. In this manner, the results show the expenses directly related to the number of V.I.C. and degree of visitor services offered. Partners in the Montana Yellowstone Information Center can then determine the potential costs of their proposed V.I.C. plans.

The mail questionnaire survey was directed at obtaining results to fulfill study objective three, to provide alternatives to meet the potential partner's objectives and needs. A view of other state's visitor center operational plans added new partnership cooperation ideas for the proposed Montana Yellowstone Information Center.

The author of this paper administered all of the personal interviews between November, 1989, and March, 1990 by travelling to West Yellowstone, Bozeman, Gardiner, and Missoula, Montana. The mail questionnaires were administered from March to April, 1990 from Missoula, Montana.

2. Sample Selection

The method for selecting the sample populations, and identification of the sample populations for the interviews and mail questionnaire surveys are

discussed in this section. First, the selection method for the sample population of key individuals is discussed. Second, the selection method for the sample population of the state V.I.C. is discussed.

a. Interviews of the Representatives of Potential Partners

The sampling method used to select the interview population was purposive sampling or judgmental sampling. This sample method was chosen over probability, nonprobability and other sampling methods. Purposive sampling allows the researcher to systematically choose respondents, and pick only those respondents who best meet the purposes of the study. This type of sampling is a reliable method to collect study results that will not be generalized beyond the study (Bailey, 1982).

The purposive sampling technique for the interviews involved interviewing key individuals who effectively represent the participation objectives and roles of their respective organization. These key individuals were chosen with the assistance and suggestions of Marge Wanner and Byron Bumbaca (Chamber of Commerce and City), Ralph Meyer (Gallatin National Forest), Joe Halladay (Yellowstone National Park), and Steve Martin (State of Montana). The reliability of the results was increased by using the suggestions of the above individuals because these individuals were either involved in the initial V.I.C. plans or currently active in further development of the plans, or both.

Thirteen personal interviews were administered which included six representing the West Yellowstone Chamber of Commerce and City, one

representing the State of Montana, and three each from the Gallatin National Forest and Yellowstone National Park. All of the representatives were either involved in the initial V.I.C. plans or currently active in further development of the plans, or both.

There are more representatives from the West Yellowstone Chamber of Commerce and City because there were more individuals from this partner that were involved in the initial plans and active in the current plans. Other representatives from the State of Montana declined to be interviewed because they felt that only Steve Martin, researcher on the project for the ITRR, would be able to accurately represent the State. Also, Bob Barbee, Superintendent of Yellowstone National Park, and Bob Gibson, Supervisor of the Gallatin National Forest declined to be interviewed. They would have represented the GYCC in addition to representing their respective federal agencies.

The representatives interviewed include:

West Yellowstone Chamber of Commerce (C.C.) and City:

Byron Bumbaca, Board of Directors (C.C.), Chairman of Building Committee

Mary Sue Costello, Board of Directors (C.C.), Marketing Director; State Tourism Advisory Council Member

Cal Dunbar, 18 yr member of City Council

Bill Howell, 10 yr member of City Council; Director (C.C.)

Lewis Robinson, Board of Directors (C.C.); developer

Marge Wanner, past Chamber of Commerce president

State of Montana (Tourism Division):

Steve Martin, researcher, Institute of Tourism and Recreation Research,
University of Montana

Gallatin National Forest:

Claude Coffin, Resources, Hebgen Lake Ranger District
 Ralph Meyer, District Ranger, Hebgen Lake Ranger
 District
 J. Mike Williams, Recreation/Wilderness/Lands

Yellowstone National Park:

Joe Evans, District Ranger, West District
 Joe Halladay, Chief of Interpretation, West District
 George Robinson, Chief of Interpretation

b. Survey of State Managed Visitor Information Centers

The mail questionnaire sampling technique involved soliciting responses from a sample of 26 of 42 states that manage visitor information centers. These 26 states were selected from the total of 42 states that manage visitor information centers nationwide. The criteria to chose these 26 states was visitor services offered, and operating plans that would most closely reflect the Montana Yellowstone Information Center. States that only offered brochures, no staff, or only "rest stop" facilities (restrooms, picnic area, and bulletin board), were not solicited. This information was collected from the U.S. Travel and Tourism Association publication titled, Survey of State Travel Agencies (1989).

The following states were sent a mail questionnaire: Arkansas, Colorado, Connecticut, Delaware, Georgia, Idaho, Iowa, Kansas, Kentucky, Louisiana, Massachusetts, Michigan, Nebraska, Nevada, New Jersey, New York, Oklahoma, Pennsylvania, Rhode Island, South Carolina, South Dakota, Tennessee, Texas, Virginia, Washington, and Wyoming. The return rate was 58%.

Mail questionnaires were returned by 15 of the 26 states and include: Arkansas, Georgia, Louisiana, Michigan, Nebraska, Nevada, New Jersey, New York, Oklahoma, South Carolina, South Dakota, Tennessee, Texas, Wyoming, and Virginia. The higher the return rate, the higher the reliability of the results (Bailey, 1982).

B. Data Analysis

The nature of the collected data from the interviews and mail questionnaire survey lead to qualitative analysis rather than quantitative analysis. Qualitative measurement is nominal. Nominal measurement is essentially a classification system in which all categories are distinct, mutually exclusive, and exhaustive. This means each item must have a category, but only one category into which it clearly fits. All items are on the same level and equal in value (Bailey, 1982).

In this case, all the respondents answers to the interview questions, and respondents answers to the mail questionnaire survey were given equal weight in determining partnership alternatives. If the same response were given by more than one respondent, this response did not weigh more over a response that was mentioned only once for alternative development.

The purpose of the study was to disclose all of the organizations' viewpoints regarding involvement roles and then determine operational alternatives from these viewpoints. Therefore, nominal measurement was a valid analysis technique.

1. Interviews of the Representatives of Potential Partners

Analysis of the personal interviews of the representatives from the five potential partners was accomplished by first grouping together the responses from individuals representing the same organization. Each of the responses to the ten interview questions were grouped as a collective answer to the same question. These collective responses were then classified into five categories which include the respondents' perceived objectives for involvement, construction funding ideas, their organizations' role and their perceived role of the other partners, architectural design ideas, and involvement concerns. Individual responses are not expressed because the interviews were confidential.

This classification system was used to organize the data into categories that would clearly fulfill study objectives one and two. This organization system also helps the reader compare responses between organizations.

2. Survey of State Managed Visitor Information Centers

Analysis of the mail questionnaire of the state visitor information center managers was accomplished by classifying the responses to the ten questions into six categories for each state. These categories include the state department(s) role(s), the private or federal organization's role(s), total number of state managed V.I.C., annual budget, extent of visitor services, and future expansion and improvement plans.

This data was further classified into four categories which include the total number of state departments and total number of private and federal partners

involved in the state visitor information center management. The four categories include one state department and no partners, one state department and one or more partners, two state departments and no partners, two or more state departments and one or more partners.

This classification system allows the alternatives to be developed based on the delineation of the roles of the state departments and other partners involved in V.I.C. management. This allows the identification of state V.I.C. operational plans that most closely match the needs of the Montana Yellowstone Information Center.

C. Limitations

The internal validity of the study was enhanced through the use of purposive sampling. The researcher defined the problem and selected the sample population that could best fulfill the study objectives. If, for instance, a random sample of the four partners were used in sample selection, the conclusions and alternatives drawn from the results would not be as valid because some of these individuals would have had no previous involvement in the V.I.C. plans and not have known what the issues and concerns were.

The internal validity of the study may be compromised by the following factors:

(1) interviewer bias could lead to invalid data because the interviewer has a certain response in mind which would not necessarily be the respondent's answer;

- (2) the interviewer could make a clerical error in recording the responses;
- (3) all of the key individuals may not have been interviewed because of bias from the sources who suggested the respondents to be interviewed;
- (4) all of the states with V.I.C. management plans that would benefit the development of the proposed V.I.C. may not have been surveyed due to inaccurate data from the source;
- (5) the interview respondent's lack of knowledge of the other partners needs and organization regulations and objectives may have influenced their response to the perceived roles of the other partners.

These study limitations did not affect the validity of the results to the point that the results are not accurate or reliable.

SECTION III. RESULTS

The results of this study are organized into two sections. First, the results of the personal interviews from representatives of the the West Yellowstone Chamber of Commerce, City of West Yellowstone, State of Montana (Tourism Division), Gallatin National Forest, and Yellowstone National Park are discussed. Second, the results of the the mail questionnaires from the representatives of 15 states which manage state visitor information centers are discussed.

To facilitate the review process, the results are expressed in tabular form. Qualitative rather than quantitative analysis is used. The results are used to formulate alternatives for the potential partners' roles in the operation and construction of the proposed Montana Yellowstone Information Center.

A. Interviews of the Representatives of Potential Partners

The results of the personal interviews from representatives of the interested partners in the proposed Montana Yellowstone Information Center fulfill study objective one - to determine the potential partners' perceived participation roles and objectives, and study objective two - to determine the potential partners' perceived participation roles and objectives of the other partners. Collective

responses to the 10 interview questions are grouped into five categories to best express the respondent's viewpoints for each organization. These areas include the respondents perceived objectives for involvement, construction funding ideas, their organization's role and the role of the other partners, architectural design ideas, and involvement concerns. The results are summarized and the collective responses found in Appendix F.

1. Partner Involvement Objectives

Each respondent was asked to identify their organization's objective(s) for involvement in the proposed Montana Yellowstone Information Center. Table 2 summarizes these results.

A common objective expressed by the four potential partners was to provide a facility to formally interpret the region or Greater Yellowstone Area. Both the West Yellowstone Chamber of Commerce and Yellowstone National Park felt an objective of the proposed visitor center was to not only serve the out-of-town visitors but to also serve the seasonal and permanent residents of the West Yellowstone area.

In addition, a specific West Yellowstone Chamber of Commerce involvement objective is to acquire a community meeting room and Chamber of Commerce office and storage space. A specific City of West Yellowstone objective is to acquire a city hall and judges chambers. The Gallatin National Forest would like to be involved in the facility to provide National Forest Service

PARTNER	OBJECTIVES
West Yellowstone	<ul style="list-style-type: none"> To provide a quality environment for the Chamber of Commerce Staff To provide adequate space to serve visitors To provide meeting space for community groups To interpret the GYA
State of Montana	<ul style="list-style-type: none"> To provide visitors with high quality information about Montana To strive to make visitor's first contact in Montana positive To provide interpretive displays on the region To give each center a theme related to the region To offer services needed by travelers To advertise centers to visitors
Gallatin National Forest	<ul style="list-style-type: none"> To have a formal presense with the public for the interpretation of the NF system and the recreation opportunities available on the GNF and surrounding forests To provide information for a better and safer visitor recreation experience To provide an area to formally interpret the GYA
Yellowstone National Park	<ul style="list-style-type: none"> To provide permanent year-round visitor services for visitors and seasonal and permanent residents of the West Yellowstone community To provide a staging area for visitors before they enter the park To interpret the GYA

Table 2. Partner Objectives for Involvement in the proposed Montana Yellowstone Information Center, 1990.

information to the public. Finally, a specific objective of Yellowstone National Park is to utilize a permanent year-round facility to for regional interpretation.

2. Construction Funding Roles

Each respondent was asked how they felt the facility construction money should be acquired. Three basic categories appeared among the responses which include (1) one partner constructs the facility (and own the facility), (2) matching funds are provided to the State of Montana (two facility owners), and (3) all partners contribute a percent of the construction money. These construction funding categories were used as criteria in formulating the partnership alternatives. Table 3 summarizes these results.

The first category, one partner constructs the facility, was expressed by the West Yellowstone Chamber of Commerce, the Gallatin National Forest, and Yellowstone National Park. The second category, to provide matching funds to the State of Montana was expressed by the State of Montana only. The third category, to pro-rate the construction costs was expressed by the West Yellowstone Chamber of Commerce only.

The West Yellowstone Chamber of Commerce representatives expressed categories one and three. Representatives suggest for category one, one partner provides all construction money, that either the State of Montana, the City of West Yellowstone, or the Chamber of Commerce provide all of the construction money and collect lease money from the other partners for facility use. One individual feels the City of West Yellowstone or the Chamber of Commerce

PARTNER	CONSTRUCTION FUNDING IDEAS
West Yellowstone	<ul style="list-style-type: none"> -State construct the facility -All partners contribute a percent of the construction costs according squ. footage of facility they plan to use -City or Chamber of Commerce acquire the necessary money -City provide building -Only one partner should fund the construction and be the owner
State of Montana	<ul style="list-style-type: none"> -City/chamber provide matching funds to the State for facility construction; other partners lease space
Gallatin National	<ul style="list-style-type: none"> -Chamber of Commerce, City, and State work out construction funding with a committment from Forest the other partners for rental money -Do not prorate the construction funding
Yellowstone National Park	<ul style="list-style-type: none"> -Chamber of Commerce, City, and State work out construction funding since they will be full-time residents -One partner provides the construction money and owns the facility with the lease committment from other partners -National Park Service facility ideally

Table 3. Construction Funding Ideas for the proposed Montana Yellowstone Information Center, 1990.

should provide the money because they have access to grants and other federal money. Category three, pro-rate the construction costs, is based on the percent of facility space each partner planned to use. Each partner would also pay the percent of operating costs they used. This idea is also expressed in the original community center plans.

The State of Montana representative expressed only category two - to have the community provide matching funds to the state. Because the proposed Montana Yellowstone Information Center is also going to be used as a community center, the State would like to see either the City of West Yellowstone, or the West Yellowstone Chamber of Commerce contribute matching funds to the state. This category would involve ownership by two partners. The other partners would pay either lease money for operating costs or contribute something to the center such as displays, maintenance, staff, or facility management in lieu of a lease.

The Gallatin National Forest representatives expressed category one - one partner provide all construction money. They suggest that either the City of West Yellowstone, West Yellowstone Chamber of Commerce, or State of Montana work out who will construct and own the facility. The Gallatin National Forest does not want to construct and own the facility. The facility owner would collect lease money from the other partners for facility use. Also, representatives strongly suggest that construction is not pro-rated because if construction costs overrun the initial amount specified, it will be difficult for federal agencies to acquire additional money that was not budgeted.

Yellowstone National Park representatives expressed category one - one partner construct the facility. Representatives suggest that ideally Yellowstone National Park should construct and manage the facility. However, with present long-term park plans and budget constraints, this may not be possible. Therefore, they suggest that either the State of Montana, City of West Yellowstone, or West Yellowstone Chamber of Commerce construct and own the facility. The other partners would pay a lease for facility use or contribute staff, displays, or something else in lieu of lease money.

3. Roles of Partners

Each respondent was asked to identify their organization's role in the visitor center and the role of the other potential partners. These roles include operating costs, facility management, staff, exhibits and programs. Table 4 summarizes these results.

In Table 4, the partners are listed vertically in the first column. Each of these partners' collective responses are listed in horizontal rows under columns two through five. Read vertically down columns two through five to determine the perceived role of the partner in the column heading.

Individual responses did not vary greatly within any one organization except among the West Yellowstone Chamber of Commerce representatives. Responses between organizations varied slightly. All responses are recorded in Table 4, discussed in this section, and were taken into consideration when determining the alternatives to partner roles.

***PERCEIVED ROLE**

PARTNER	West Yellowstone	State of MT	Gallatin NF	Yellowstone NP
West Yellowstone Chamber of Commerce	-office manager (operations) -staff for desk reservation sys. -small area exhibit	-cost-share staff with chamber -lease space -operation money -contribute money up front and no lease	-staff yearround -lease space -rotating interp. exhibits/programs	-staff yearround -lease space -rotating interp. exhibits/programs
State of Montana	-office manager (operations) -staff desk -exhibits on MT	-coordinate admin. facility needs -staff desk	-staff desk -lease space with long-term commitment interp. exhibits	-staff desk -lease space with long-term commitment -interp. exhibits
Gallatin National Forest	-office manager (operations) -staff desk, maybe cost-share GNF employee	-cost-share staff with Chamber -lease space -interp. exhibits	-staff desk, share share with YNP, Chamber -lease space -interp. exhibits with YNP	-staff desk, with GNF, Chamber -lease space -interp. exhibits with GNF
Yellowstone National Park	-office manager (operations) -staff desk	-cost-share staff with Chamber -operating money -exhibit on MT	-seasonal staff -lease space -interp. exhibits with YNP -no lease \$, instead staff and exhibits	-seasonal staff share with GNF -lease space -interp. exhibits with GNF -no lease \$, instead staff and exhibits -total park service facility w/Chamber space

*Read columns vertically for compilation of the perceived role of the partner that heads the column by the partners in the first column

Table 4. Perceived Partner Roles by Partners for the proposed Montana Yellowstone Information Center, 1990.

In summary, all partners perceive the West Yellowstone Chamber of Commerce filling the role of office manager, and staffing the information desk in a cost-share situation with another partner. The West Yellowstone Chamber of Commerce perceives themselves in the same roles but adds they would like to provide a small exhibit on the town.

All partners perceive the Gallatin National Forest and Yellowstone National Park filling similar roles by sharing staff, exhibits/programs, and leasing space in the facility. Yellowstone National Park is viewed as the leader in interpretation with help from the Gallatin National Forest. Yellowstone National Park and the Gallatin National Forest would like to serve identical roles in staff and exhibit contributions. Also, an option suggested by the Gallatin National Forest and Yellowstone National Park representatives is to provide staff and exhibits instead of lease money.

The most variation among organization responses was what the partners perceived as the State of Montana's role. This could be due to the fact that the State of Montana is the newest partner in the proposal and the original community center plans did not include the state. Also, the state's perceived role has been unclear because of the uncertainty of what and how much they should contribute to the other five visitor information centers.

All partners perceive the State of Montana providing an exhibit on the state and cost-sharing staff with another partner instead of hiring someone to represent the state. The partners vary greatly in their suggestions on the State of Montana's role in operating expenses/ownership rights. Suggestions include the

State of Montana provide lease money, or specified amount of money in the beginning only, and/or operating money.

4. Architectural Needs

Each respondent was asked what type of facility they needed to carry out their role and the roles of the other partners in visitor services and interpretation. Table 5 summarizes these results. Only the differences between the perceived architectural needs of the partners is discussed to eliminate redundancy between the text and table.

The West Yellowstone Chamber of Commerce, as stated earlier, has developed Community Center Plans including an architectural design of a facility they feel would meet the needs of the City of West Yellowstone, West Yellowstone Chamber of Commerce, and any other partners that would like to use the facility (Appendix A). The plans, according to the facility development committee, can be changed to meet the needs of the other partners.

Suggestions to alter these plans by Yellowstone National Park includes: office space designed to meet the needs of the interpretive function of the agencies (workroom, audio-visual room, library, etc.). Also, the City of West Yellowstone offices should be in the basement or on a separate section of the building with a separate entrance and parking spaces. Yellowstone National Park also suggests the auditorium should be accessible from the information desk and on the first floor to accommodate handicap persons, that a vestibule on the outside doors, expanded exhibit and lobby space, restrooms accessible from the

PARTNER	ARCHITECTURAL DESIGN NEEDS
West Yellowstone	<ul style="list-style-type: none"> -3 offices (Chamber director, facility manager, reservation system) -1 shared office for federal agencies -community meeting room (auditorium could serve this purpose) -city and commerce storage space -Employee lounge, restroom, meeting -Visitor Information Desk -Large lobby -exhibit space for Federal agencies, State, and Chamber -Auditorium/multi-purpose room -Public Restrooms accessible inside and outside -Utility Room -City government/community center space with a separate entrance from visitor services sections
Montana	<ul style="list-style-type: none"> -Office space for City and Chamber -Storage Space -Work Room Space -Exhibit Area for regional theme State of and State Information -Public Restrooms open 24 hrs. -"Rest Stop" items such as picnic tables, dog walk space, etc. -City government/community center space with a separate entrance from visitor services sections
Gallatin National Forest	<ul style="list-style-type: none"> -Office space for Chamber of Commerce and City -Separate Reservation Office -Shared Federal Agency Office -Community Meeting Room (auditorium could serve this purpose) -large visitor information desk -large, spacious lobby -exhibit area needed by all partners -auditorium/meeting room -public restrooms available 24 hrs. -City government/community center space with a separate entrance from visitor services sections
Yellowstone National Park	<ul style="list-style-type: none"> -information desk -exhibit space (30'x40') -spacious lobby (30'x40') with vestibule at entrance -auditorium with 100 seats accessible from information desk for staff -two offices for ranger staff (15'x25'each) -staff meeting room with adjoining kitchen -employee lounge with first aid supplies -work room to serve as a library, store audio-visual materials -storage space for hand-out lit. -storage space for maintenance -utilities room -public restrooms accessible from outside and inside -City government/community center space with a separate entrance from visitor services sections

Table 5. Architectural Design Ideas for the proposed Montana Yellowstone Information Center, 1990.

inside and outside of the building, and an increase of storage space are also needed.

The degree of interpretive design needed for Yellowstone National Park and the Gallatin National Forest will be a result of the extent to which the Gallatin National Forest and Yellowstone National Park are able to provide interpretive programs. A workroom, audio-visual room, library, and auditorium is not needed if exhibits only are going to be provided and not interpretive programs.

The State of Montana perceives the facility to include the needs of the other partners and "rest stop" type items such as public restrooms open 24 hours and accessible from the outside, picnic tables and a dog walk area. The Gallatin National Forest perceived architectural needs do not differ greatly from the needs of the other partners. The Gallatin National Forest does not need anything different than the design ideas expressed by the other partners.

All partners agree that the City of West Yellowstone offices should be located separately from the visitor services section of the facility including a separate entrance and parking area. The primary goal of the Montana Yellowstone Information Center is to provide visitor services. If the City of West Yellowstone can be included in the facility without detracting from visitor services then the City is a probable partner. However, if the site location needs to be changed to accommodate a larger building for City offices, and this site is the second best site for a visitor center, then the City offices should not be included in the facility.

5. Other Comments and Concerns

Staffing. All partners feel that three people is the maximum number of staff needed to work behind the visitor information desk. This staff would include one person representing the West Yellowstone Chamber of Commerce and State of Montana, one person representing the Gallatin National Forest and Yellowstone National Park, and one person in busy times to represent all partners from either the federal agencies or Chamber of Commerce.

Architectural Design. Both the Gallatin National Forest and Yellowstone National Park feel that the present Community Center plans are inadequate to meet their needs. Input on the facilities architectural design from the Gallatin National Forest and Yellowstone National Park is needed before their involvement is finalized.

A suggestion was made for the State of Montana to have a common theme for the outside architectural design of all six visitor information centers. The visitors will then be able to identify the visitor centers better throughout the state.

Federal Agency Concerns. Federal government agencies have a difficult time committing to long-term leases because their fluctuating budgets. Also, a visitor center package is an easy item to cut out of the budget in lean years. Therefore, a longterm committment from the federal agencies might be difficult to achieve.

Partnership Formal Meeting. The organization of the interested partners will be initiated only if all partners meet formally to discuss their needs and

concerns. Also, a comprehensive plan must be given to the Greater Yellowstone Coordinating Committee.

B. Survey of State Managed Visitor Information Centers

The results of the 15 mail questionnaires from state managed visitor information centers on the V.I.C. operational plans fulfill study objective three - to provide alternatives to meet the potential partner's objectives and needs. The knowledge of other state V.I.C. operational plans gives insight to the partnership alternatives possible for the Montana Yellowstone Information Center.

The responses to the 10 interview questions are grouped into six administration and operation categories to best express the each state's V.I.C. operational plans. These areas include managing state department(s) and their role(s), role(s) of other partners, total number of state maintained visitor centers, annual budget for all state maintained visitor centers, extent of visitor services, and future plans. The results are discussed below and summarized in Appendix G.

The results are further organized into four categories according to the number of state departments and private partners involved in visitor center operations. These categories include (1) one state department, no partners, (2) one state department, one or more partners, (3) two state departments, no partners, and (4) two or more state departments, one or more partners managing state visitor information centers.

The four tables expressing these category results show the annual operating expense for the state's department that most nearly matches Montana's Tourism Division department. The annual operating expenses for the other state departments, and private partners was beyond the scope of the survey.

Thirteen of the fifteen states managed visitor information centers with two or more state departments and one or more private partners. Two of the fifteen states surveyed maintained visitor centers with only one state department and no partners. Two of the thirteen states surveyed maintained visitor centers with only one state department and one or more partners. Six of the thirteen states surveyed maintained visitor centers with two or more state departments and no partners. Five of the thirteen states surveyed maintained visitor centers with two or more state departments and one or more partners.

Primary state departments involved in maintaining and operating visitor information centers included (1) the department of commerce and economic development (division of tourism) or the equivalent such as the department of industry, trade, and tourism, office of tourism, or department of tourism, and (2) the department of transportation (DOT) or the equivalent such as the highway and transportation department, department of roads, and department of highways.

1. One State Department, No Partners Managing State Visitor Information Centers

In a situation where only one state department maintains and operates the V.I.C. with no other state, private, or federal partners, the Michigan department

of transportation and Texas department of highways is responsible for all construction, operation, and maintenance costs. Table 6 summarizes these results.

Michigan and Texas provide similar visitor services on similar budgets. The additional \$600,000 for Michigan might be for their additional video information system, and the promotions and displays provided at each V.I.C.

Michigan maintains 13 year-round visitor centers on an annual budget of \$2.6 million dollars. The extent of visitor services includes maps/brochures, reservation system, video information system, weather service, road condition service, and Michigan product promotions, and displays.

Texas maintains 12 year-round visitor centers on an annual budget of \$2 million dollars. The extent of visitor services includes maps/brochures, a reservation system, and no displays.

2. One State Department, One or More Partners Managing State Visitor Information Centers

In a situation where one state department maintains and operates the visitor centers with one or more partners, the Georgia Department of Industry, Trade and Tourism and the Nevada Department of Transportation are the controlling state departments. This situation is most identical to the present State of Montana V.I.C. involvement plans. Table 7 summarizes these results.

The Georgia Department of Industry, Trade, and Tourism is responsible for staff, operating expenses, maintenance, and construction for all 11 year-round state V.I.C. They also provide \$5,000-\$10,000 annually to the 32 Chamber of

PARTNER	ROLE	VISITOR SERVICES OFFERED	ANNUAL BUDGET	NUMBER OF V.I.C
Michigan Department of Transportation (Travel Information Division)	-maintain all operation and administration costs and needs	-maps, brochures, reservation system, video info. system, weather service, road conditions, MI product promotions and displays	\$2.6 million	13 year-round
Texas Department of Highways	-provide staff and operation money	-maps, brochures, reservation system, no displays	\$2.0 million	12 year-round

Table 6. One State Department, No Partners Managing State Visitor Information Centers

PARTNER	ROLE	VISITOR SERVICES OFFERED	ANNUAL BUDGET	NUMBER OF V.I.C.
<p>Georgia Department of Industry, Trade, and Tourism</p> <p>Local Chambers of Commerce and Visitor Bureaus</p>	<p>-staff, operating expenses, maintenance, construction, plus -\$5,000 to \$10,000 to local partners 32 local centers</p> <p>-staff, operating expenses, construction of own facility</p>	<p>-maps, brochures, reservation system, region and state exhibits</p> <p>-maps, brochures, reservation system, region and state exhibits</p>	<p>\$2.7 million</p> <p>?</p>	<p>11 year-round</p>
<p>Nevada Department of Transportation</p> <p>City of Wendover (1) Las Vegas Visitor Authority (3)</p>	<p>-construction, exterior maintenance pay utilities</p> <p>-staff, interior maintenance, liability insurance</p>	<p>-reststop conveniences maps, brochures, exhibits</p> <p>-reststop conveniences maps, brochures, exhibits</p>	<p>?</p> <p>?</p>	<p>4 year-round</p>

Table 7. One State Department, One or More Partners
Managing State Visitor Information Centers

Commerces with local visitor centers to supplement their operating expenses. Georgia maintains the year-round visitor centers and supplements 32 local visitor centers on an annual budget of \$2.7 million dollars. The extent of visitor services includes maps/brochures, reservation system, region and state displays.

Local Chambers of Commerce or convention and visitor bureaus provide staff, operating expenses, and the construction costs of these local facilities. These visitor centers must meet state standards to receive the supplemental state funding. Annual budgets are different for each visitor center.

The Nevada Department of Transportation is responsible for all construction, exterior maintenance, and utility costs for 4 year-round visitor centers. The extent of visitor services includes brochures/maps, rest stop conveniences, and displays.

Nevada depends on the City of Wendover, NV, and the Las Vegas Visitor Authority to provide staff, interior maintenance, liability insurance. A contract is reviewed every 5 years. The annual budgets are different for each visitor center.

3. Two State Departments, No Partners Managing State Visitor Information Centers

The controlling state departments in a situation where two state departments and no other partners maintain and operate visitor information centers are either the department of tourism or the equivalent and the department of highways or the equivalent. The states surveyed include Arkansas, Louisiana,

Nebraska, South Carolina, South Dakota, and Tennessee. Table 8 summarizes these results.

In all cases, the department of tourism provides staff and in most cases provides staff and operating expenses. The department of tourism in some cases also provides maintenance. Annual budgets range from \$130,000 to \$900,000 for similar visitor services offered. The number of visitor information centers managed does not directly correlate with the annual budget.

In all cases the department of highways provides construction and maintenance. In some cases, provides utilities. An annual budget for the South Dakota department of transportation is \$18,000 to \$20,000 for interior and exterior maintenance for 12 seasonal centers. Other states did not report budgets for the department of transportation. However, South Carolina and Tennessee report annual budgets of \$3 million and \$2.8 million respectively for combined state departments.

4. Two or More State Departments, One or More Partners Managing State Visitor Information Centers

In a situation where two or more state departments and one or more partners maintain and operate visitor information centers the controlling state departments are again the department of tourism or the equivalent and the department of transportation or the equivalent. These states include New Jersey, New York, Oklahoma, Virginia, and Wyoming. In addition, New Jersey manages state V.I.C. with the state departments of treasury, parks and recreation, state

PARTNER	ROLE	VISITOR SERVICES OFFERED	ANNUAL BUDGET	NUMBER OF V.I.C
Arkansas Department of Parks and Recreation	-staff, operating expenses	-maps, brochures, rest-stop facilities, no exhibits	\$750 thousand	12 year-round
Highway and Transportation Department	-construction, maintenance		?	
Louisiana Office of Tourism	-staff, operating expenses, maintenance	-maps, brochures, reservation system, state map exhibit	\$900 thousand	10 year-round
Department of Transportation	-construction, maintenance		?	
Nebraska Department of Economic Development	-staff (hiring, training, salary)	-maps, brochures, regional exhibits	\$130 thousand	24 seasonal
Department of Roads	-utilities, maintenance, construction		?	
South Carolina Department of Parks, Recreation and Tourism	-interior maintenance, furnishings, staff	-maps, brochures, reservation system, special event promotions, no exhibits	\$3 million (both depts.)	10 year-round
Department of Highways	-construction, utilities, exterior maintenance			
South Dakota Department of Transportation and Tourism	-staff, literature	-maps, brochures, minimal exhibits (posters)	\$150 thousand	12 seasonal
Department of Transportation	-interior and exterior maintenance		\$18-20 thousand	
Tennessee Department of Tourism	-operation costs, staff, maintenance	-12hr staffing, maps, brochures, reservation system	\$2.8 million (both depts)	10 year-round
Department of Transportation	-construction			

Table 8. Two State Departments, No Partners Managing
State Visitor Information Centers

police, and port authority. The other private partners for all the states mentioned include local tourism promotion boards, local chambers of commerces, and city governments. Table 9 summarizes these results.

Staff and operating expenses are usually provided by the department of tourism or the private partner. Construction and maintenance is usually provided by the department of transportation or private partner. Annual budgets for the department of tourism or equivalent range from \$100,000 to \$247,000 for similar visitor services.

The extent of visitor services offered by all states was similar. Most offered maps and brochures, and regional exhibits. In addition, Wyoming offered a reservation system and New Jersey offered a video travel data center.

5. Future Operating Plans and Other Comments

One-half of the surveyed states plan to add interpretive displays and postal and weather services to their visitor centers. All except two of the fifteen surveyed states plan to build new visitor centers or make improvements on the existing visitor centers.

- Georgia plans to rebuild and expand three current visitor centers within the next five years to accommodate a larger visitor information desk and restrooms.

- Louisiana plans to design a marketing plan, add a weather service and computerized data base to their current operating visitor centers.

PARTNER	ROLE	VISITOR SERVICES OFFERED	ANNUAL BUDGET	NUMBER OF V.I.C
New Jersey Department of Commerce and Economic Develop.	-staff, interior maintenance, publish maps/brochures	-maps, brochures, video travel data center, regional exhibits	\$100 thousand	14 year-round
Department of Transportation(5) Department of Treasury (1) Department of Parks and Forestry (3) State Police (1) Port Authority (1) Private (3)	-construction, some interior and all exterior mainten.		?	
New York Department of Economic Development	-operating expenses	-maps, brochures, regional exhibits	\$175 thousand	1 year-round
Department of Transportation	-construction, some maintenance		?	
Regional Tourism Promotion Board	-staff, some operating expenses, exhibits		?	
Oklahoma Department of Tourism (3)	-operation expenses pay \$10,000 to Enid, OK for operation	-maps, brochures, regional exhibits	\$100 thousand	10 year-round
Department of Transportation (4)	-operation expenses		?	
Turnpike Authority (3)	-operation expenses		?	
City of Enid	-staff only		?	
Virginia Department of Economic Development	-staff, interior, maintenance, some construction	-maps, brochures, reservation system	\$1.3 million	12 year-round
Department of Transportation	-exterior, some construction		?	
Local Visitor Centers	-totally separate from state but must meet state approval			
Wyoming Travel Commission (3)	-staff, operating expenses, contract maintenance	-maps, brochures, reservation system, small exhibits	\$247 thousand	4 year-round 3 seasonal
Highway Department (4)	-no staff, maintenance only	-maps, brochures	?	
Chamber of Commerce	-staff	-maps, brochures, reservation system, small exhibits	?	

Table 9. Two or More State Departments, One or More Partners
Managing State Visitor Information Centers

- Michigan plans to add postal services to their current operating visitor centers and expand one current center to include a regional museum.
- New Jersey plans to add a pilot video data program.
- New York plans to establish 6 new gateway visitor centers with the cooperation of the department of transportation.
- Oklahoma plans to add cultural interpretive displays, gift shops, and interactive videos. They also plan to build new visitor centers at 3250 squ. ft. to include service room, reception/lobby, display, lounge, restrooms, office, breakroom, and storage.
- South Carolina plans to expand restrooms, renovate the interior and landscaping, and incorporated S.C. industry and agriculture involvement.
- Texas plans to add interpretive displays.
- Virginia plans to add more parking spaces and expand the restrooms.
- Wyoming plans to add displays through cooperative agreements with the forest service and state fish and game department.

Six states suggested some ideas to aid Montana in developing their visitor center operating plans. Suggestions include developing a personnel training program, literature guidelines, and operation guidelines, using federal money for construction, installation of video data information kiosks (these seem to be the up and coming visitor services idea), adequate parking and restroom space for future projected number of visitors, and designing adequate room for literature storage and display space.

The results of the interviews are used to formulate the partnership alternatives in next section of this study. The results of the mail questionnaires provide alternatives for the State of Montana's involvement roles. These results also show that the majority of states manage V.I.C. with two or more state departments. Currently, the State of Montana has not pursued the idea of involving any state department in the V.I.C. plans except the Tourism Division.

A summary of the study results follows in the last section of the study.

SECTION IV. CONCLUSIONS AND RECOMMENDATIONS

The purpose of this study was to formally disclose the needs and roles of the potential partners in the proposed multipartnership V.I.C. in West Yellowstone, Montana. The needs and roles of the partners were determined by interviewing a sample of key individuals from each organization. The potential partners are the West Yellowstone Chamber of Commerce, City of West Yellowstone, Gallatin National Forest, Yellowstone National Park, and the State of Montana. This study also disclosed the V.I.C. operating procedures of 15 states nationwide. The results of this study are used to formulate partnership alternatives. This section first summarizes the interview and survey results. Next, partnership alternatives based on the results are formulated and discussed. Finally, recommendations to achieving a partnership are discussed.

A. Summary

1. Interviews of the Representatives of the Potential Partners

Interviews were given to key individuals of the organizations involved in the Montana Yellowstone Information Center. The responses to the ten interview questions were collectively grouped into five categories for each organization. These five categories are the respondents perceived objectives for involvement,

construction funding ideas, their perceived organization's role and the role of the other partners, architectural design ideas, and involvement concerns. Collective responses for each organization were used instead of individual responses.

Appendix F lists the collective responses of the interviews.

Table two summarizes the respondents' perceived objectives for involvement for their organization. Common objectives expressed by all of the partners were to provide a facility to formally interpret the region and to provide expanded visitor services. These services include public restrooms, staff from the forest and park service, interpretive displays, and a reservation system. Additionally, the City of West Yellowstone, and Chamber of Commerce need expanded office space.

Table three summarizes the respondents' construction funding ideas. Three categories emerged which include (1) one partner constructs the facility and assumes full ownership, (2) matching funds are provided to the State of Montana, and (3) all partners contribute a percent of the construction money based on the percent of the facility to be used. The partners who did not contribute to construction costs would lease space from the facility owner.

The Gallatin National Forest and Yellowstone National Park suggest that one partner build the facility and assume full ownership. The West Yellowstone Chamber of Commerce suggest two ideas: one partner builds the facility, and pro-rate the construction costs. The State of Montana suggests the other partners provide matching funds to the state.

Table four summarizes the respondents' organization's role and their perceived role of the other partners. All partners (1) perceive the Chamber of Commerce filling the role of office manager, and staffing the information desk in a cost-share situation with another partner, (2) perceive the federal agencies providing shared staff and exhibits, (3) perceive the state cost-sharing staff with another partner and providing a statewide exhibit.

Table 5 summarizes the respondents facility design needs. All partners picture a facility with space for a large information desk, exhibits, storage space for literature, and Chamber of Commerce offices. In addition, (1) the City needs office and storage space and a community meeting room, and (2) the federal agencies suggest storage space and workroom space for interpretive program needs. If the federal agencies decide to provide extensive interpretive programs, an auditorium is needed.

Finally, the additional concerns and comments about the proposed partnership as expressed by some of the respondents. First, a suggestion that three people should be the maximum number of staff working behind the information desk at one time. One staff person would represent the Chamber of Commerce and state, one represent the federal agencies, and one extra staff member from either the Chamber of Commerce or federal agencies to represent all partners. Second, the federal agencies are not satisfied with the present architectural designs. They would like to have more input in these designs.

A summary of the mail questionnaire results follows. These results are used to formulate alternatives for state involvement in the proposed V.I.C.

2. Survey of State Managed Visitor Information Centers

The states surveyed by this study include: Arkansas, Georgia, Louisiana, Michigan, Nebraska, Nevada, New Jersey, New York, Oklahoma, South Carolina, South Dakota, Tennessee, Texas, Wyoming, and Virginia. Appendix G summarizes the survey results.

The results are organized into four categories according to the number of state departments and private partners involved in visitor center operations. These categories include (1) one state department, no partners, (2) one state department, one or more partners, (3) two state departments, no partners, and (4) two or more state departments, one or more partners managing state visitor information centers. Tables six, seven, eight, and nine summarize these results respectively.

Primary state departments involved in maintaining and operating visitor information centers included (1) the department of commerce and economic development (division of tourism) or the equivalent such as the department of industry, trade, and tourism, or department of tourism, and (2) the department of transportation (DOT) or the equivalent such as the highway and transportation department, and department of highways.

Presently, the State of Montana suggests operating their proposed system of V.I.C. with one state department, the Department of Economic Development, and one or more partners. Survey results indicate Georgia and Nevada operate their visitor information centers in this manner.

Georgia operates 11 year-round V.I.C. with their department of industry, trade, and tourism. This department is responsible for staff, operating expenses, maintenance, and construction. In addition this department gives \$5,000-\$10,000 to each of 32 local V.I.C. for operating expenses. The private partners, local chambers of commerce provide some staff, and operating expenses.

Nevada operates 4 year-round V.I.C. with their department of transportation. This department is responsible for construction, exterior maintenance and utility payments. The private partners, the City of Wendover, and Las Vegas Visitor Authority provides staff, and interior maintenance.

Eleven of the fifteen surveyed states manage their visitor information centers with two or more state departments. The department of transportation most often provided the construction and maintenance and the other state department provided the staff and operating expenses. The private partners involved also provided staff and some operating expenses.

Most state managed V.I.C. offered a reservation system, and small regional displays. More extensive facilities offered a video information system, state product promotions and give aways, road condition information, weather service, postal service, and state special event promotions. Plans for improvement most often included expanding the restrooms and parking lots, and including display areas. The most often mentioned suggestion for V.I.C. design is to project parking space and restroom space needs for the future.

The results of the mail questionnaires were used to determine the state involvement options. The results of the interviews were used to formulate partnership alternatives. These alternatives are discussed in the next section.

B. Partnership Alternatives

Nine partnership alternatives were determined from the results of the 13 interviews with the key individuals of the potential partners. The alternatives were systematically defined using the construction funding categories and operation opinions of the respondents. These criteria coupled with the collective responses of each organization's involvement needs and roles were used to formulate the alternatives. All of the alternatives make suggestions for construction, and operation (staff, office management, utilities, maintenance, and exhibits).

Three construction funding categories emerged from the interview responses. These categories were:

- (1) one partner constructs and owns the facility,
- (2) matching funds are provided to the State of Montana for construction,
and
- (3) the construction costs are pro-rated according to the percent of space used by the organization.

If one partner constructs the facility, then that partner owns the facility. If matching funds are provided by another partner to the State of Montana for construction, then two partners own the facility. If all partners contribute to the construction funds then each owns a portion of the facility.

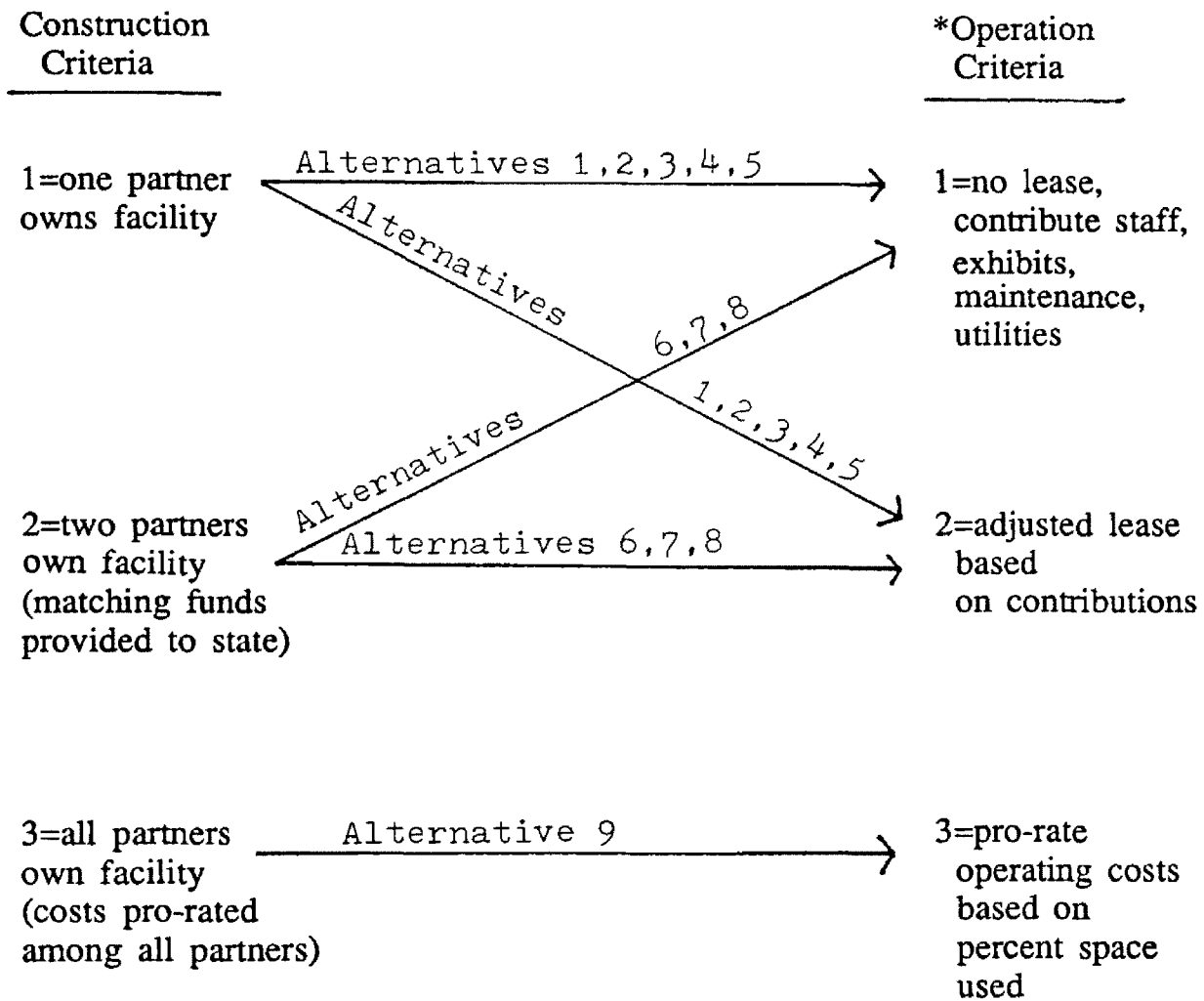
Three operation funding categories emerged from the results:

- (1) no lease money paid if contributions of staff, office management, exhibits, maintenance, or utilities, are made,
- (2) adjusted lease payments based on the listed contributions, and
- (3) pro-rate the operating costs according to the percent of office, storage, and exhibit space used.

Lease money collected by the owner can be used to pay off the construction loan, pay the utilities, or used to cover future operating needs and improvements. A renter could defer all or a portion of the lease money if contributions of staff, office management, exhibits, maintenance, or utilities are made.

Each of the nine alternatives lists the partners involved, construction category and operating category options possible. The alternatives are organized in order of construction category type starting with category one, then progressing to categories two and three. Five alternatives are possible for construction category one. Three alternatives are possible for construction category two. One alternative is possible for construction category three. The alternatives are summarized in Appendix H.

Figure 4 depicts the construction and operating criteria that were used to formulate the alternatives. Referring to figure 4, in alternatives 1, 2, 3, 4, and 5 construction criteria 1 is correlated with operating criteria 1 and 2. In alternative 1 the state would construct the facility (own the facility). In alternative 2 the state would construct the facility but the City would not be a partner. In



*Option A - most often suggests no lease \$, but contributions of staff, exhibits, maintenance, utilities

*Option B - most often suggests an adjusted lease based on the other contributions

Figure 4. Criteria for Partnership Alternatives

alternative 3 the City would construct the facility. In alternative 4 the Chamber would construct the facility. In alternative 5 Yellowstone National Park would construct the facility but the City would not be a partner. In alternatives 1, 2, 3, 4, and 5, the partners not constructing the facility would either contribute staff, maintenance, exhibits, or utilities, and pay no lease (operating criteria 1), or would pay an adjusted lease based on the contributions (operating criteria 2).

Referring to figure 4, alternatives 6, 7, and 8, construction criteria 2 is correlated with operating criteria 1 and 2. In alternative 6 the City provides matching funds to the state for construction (both own the facility). In alternative 7 the chamber provides matching funds to the state for construction. In alternative 8 the chamber provides matching funds to the state for construction but the City is not a partner. In alternatives 6, 7, and 8 the partners not constructing the facility would either contribute staff, maintenance, exhibits, or utilities, and pay no lease (operating criteria 1), or would pay an adjusted lease based on the contributions (operating criteria 2).

Referring to figure 4, in alternative 9 all partners would contribute a percent of the construction money depending on the percent of space used. The operating money would also be pro-rated depending on the percent used.

In alternatives 1, 2, 3, 4, 6, 7, and 8 two partnership operating options are possible under the same construction category. These options are listed as option A or option B. In alternatives 5 and 9 one partnership operating option is possible.

Operating option A correlates with operating criteria 1 in figure 4. This option suggests no lease money is collected by the owner from the other partners. Rather, the other partners would contribute staff, office management, utilities, maintenance, or exhibits. Operating option B correlates with operating criteria 2 in figure 4. This option suggests adjusted lease money is collected by the owner from the other partners. The lease money is adjusted based on contributions by the other partners and the amount of space being used. This is different from pro-rating the operating expenses in that the pro-rating idea does not adjust for the partner's contributions.

Options A and B are used instead of using operating criteria 1 and 2. This is because the operating options are not pure for each partner in each alternative. For example, under alternative 1, operating option A, all partners except the City would not pay a lease but would contribute something to the facility. The City would pay an adjusted lease because their use of the facility has nothing to do with visitor services. Also, in operating option B, all partners except the state would pay an adjusted lease in addition to contributing something to the facility. The state would not pay an adjusted lease to themselves since they own the facility. Table 10 summarizes the construction criteria and operating options for each alternative.

Option B is the preferred option. This option has advantages over option A which suggests no lease money but contributions only. The advantage is that the lease money gives the owner(s) an income to pay for the construction loan, pay the utilities and maintenance costs (if these are not contributed by another

ALTERNATIVE	PARTNERS	CATAGORY		
		CONSTRUCTION	OPTION A	OPTION B
1	State City Chamber Gallatin NF Yellowstone NP	1	1 2 1 1 1	1 2 2 2 2
2	State Chamber Gallatin NF Yellowstone NP	1	1 1 1 1	1 2 2 2
3	State City Chamber Gallatin NF Yellowstone NP	1	2 1 1 1 1	2 1 1 2 2
4	State City Chamber Gallatin NF Yellowstone NP	1	1 2 1 1 1	2 2 1 2 2
5	State Chamber Gallatin NF Yellowstone NP	1	1 2 1 1	n/a
6	State City Chamber Gallatin NF Yellowstone NP	2 2	1 1 1 1 1	1 1 2 2 2
7	State City Chamber Gallatine NF Yellowstone NP	2 2	1 1 1 1 1	1 2 1 2 2
8	State Chamber Gallatin NF Yellowstone NP	2 2	1 1 1 1	1 1 2 2
9	State City Chamber Gallatin NF Yellowstone NP	3 3 3 3 3	3 3 3 3 3	n/a

Construction
 1=partner who owns facility
 2=partners who own facility
 (matching funds provided to state)
 3=partners who own facility
 (costs pro-rated among all partners)

Operation
 1=no lease, contribute
 staff, exhibits,
 maintenance, utilities
 2=adjusted lease based
 on contributions
 3=pro-rate operating
 costs based on
 percent space used

Table 10. Partnership Alternatives Based on the Interviews of the Representatives of the Potential Partners

partner), and provide money for future needs. The advantage of option A is that the partners not involved in ownership do not have to pay any lease money in addition to the costs of contributing staff, maintenance, utilities, and exhibits.

The following points are made for all nine alternatives.

- (1) The City of West Yellowstone would provide the land with the present Chamber of Commerce lease agreement.
- (2) The City of West Yellowstone would pay for their own utilities and provide maintenance on a contract basis or as a contribution to the facility for a reduced lease.
- (3) The City would always pay an adjusted lease unless they build and own the facility in whole or as a partner. The no lease option is not feasible for the City. The City would be using a large amount of space that is not for the purpose of visitor services.
- (4) The State of Montana would provide the state exhibit and pay the V.I.C. portion of the facility utilities except in alternative 5 where Yellowstone National Park builds, owns, and operates the facility.
- (5) The Chamber of Commerce would fill the role of office manager except for alternative 5 in which YNP builds, owns, and operates the facility.
- (6) The Gallatin National Forest and Yellowstone National Park would assume the same role, and share employees and the cost of the rotating exhibits.
- (7) The staff would include a person to represent the Chamber of Commerce and state, and a person to represent the Gallatin National Forest and

Yellowstone National Park. An extra staff person would be used during the busy months and represent all partners.

(8) The State of Montana has not been defined into state departments. At this time, it is assumed that the Department of Commerce is representing the state in the partnership.

The City of West Yellowstone is not a partner in alternatives two, five, and eight. This is because a few of the respondent's had concerns that involvement by the City would dilute the objective of the V.I.C. which is visitor services. Respondents were concerned that trade-offs would be made in facility construction and design to include the City that might exclude design characteristics that benefited the visitor services portion of the facility.

The City is involved in alternatives one, three, four, six, seven, and nine. The advantage of City involvement is that it is practical to have all City businesses in the same facility. Exterior and interior maintenance is done on only one building instead of two, and City business is centralized for easier access. A complete summary of the alternatives listed in Appendix H follows.

Alternatives one and two suggest the State of Montana build and own the facility. The only difference in these alternatives is that the City is not a partner in the V.I.C. in alternative 2. Both operating option A's suggests the State provide the State exhibit, and pay the V.I.C. utilities, Chamber pay no lease but provide staff, and office management, and the federal agencies both pay no lease but provide staff and the regional exhibit. Option B's suggest the State provide the State exhibit, pay the V.I.C. utilities, Chamber pay an adjusted lease and

provide the same in option A, and the federal agencies pay an adjusted lease and provide the same as in option A.

In alternative 1, options A and B, the City would pay an adjusted lease, provide the facility maintenance, and pay all of their utilities. In alternative 2, the State would contract with the City for maintenance although the City would not be a partner.

Alternative three involves all five partners. This alternative suggests the City build and own the facility. Option A and B suggest the State provide the State exhibit, pay the V.I.C. utilities, and pay the Chamber lease since the Chamber is providing the State with office management and staff. Options A and B also suggest the City provide all facility maintenance and pay their portion of the utilities. Option A suggests the federal agencies pay no lease but contribute staff and the regional exhibit. Option B suggests the federal agencies pay an adjusted lease and contribute staff tna the regional exhibit.

Alternative four involves all five partners. This alternative suggests the Chamber build and own the facility. Option A suggests the State pay no lease but pay the V.I.C. utilities, and provide the State exhibit. The City would pay an adjusted lease for maintenance, and pay their own utilities. The Chamber would provide staff and office management, and the federal agencies would pay no lease but provide staff and the regional exhibit. Option B suggests the State, City, and federal agencies pay an adjusted lease and provide the contributions suggested in option A. The Chamber would provide staff and office management as in option A.

Alternative five suggests Yellowstone National Park build the facility. All partners would be involved except the City because this would be a park service facility whose objective is to provide visitor services only. Chamber offices are allowed because the Chamber provides visitor services in the facility. There is only one option for this alternative. Yellowstone National Park would provide all maintenance, utilities, exhibits and some staff. The State would pay no lease but provide a State exhibit, and pay part of the wages and expenses for the Chamber staff. The Chamber would pay an adjusted lease for Chamber office and provide staff. The Gallatin National Forest would pay no lease and provide staff and help the park with exhibits.

Alternatives six and seven involve the City and Chamber providing matching construction funds to the State, respectively. In both option A's no leases are paid. The State pays the V.I.C. utilities, and provides the State exhibit. The City provides the facility maintenance, and pays their own utilities. The Chamber provides office management and staff. The federal agencies provide staff and the regional exhibit.

Alternative six, option B, the State and City pay no lease but provide the contributions in option A. The Chamber, and federal agencies pay adjusted leases and provide the contributions in option A. Alternative seven, option B, the State and Chamber pay no lease and provide the contributions in option A. The City and federal agencies pay adjusted leases and provide the contributions in option A.

Alternative eight involves the Chamber providing matching funds to the State as in alternative seven. However, the City is not involved as a partner. Option A suggests no leases are paid. The State would pay the V.I.C utilities, and provide the State exhibit. The Chamber would provide office management and staff. The federal agencies would provide staff and the regional exhibit. Option B suggests the State and Chamber provide the same contributions as in option A. The federal agencies would pay an adjusted lease and provide staff and the regional exhibit.

Alternative nine involves all five partners. In this alternative, all five partners would contribute to the construction and operating costs on a pro-rated basis. The percent of space used out of the total facility would be the percent construction costs contributed. The operating expenses are directly proportional to the percent of space used. Therefore, if a partner used 40% of the space, then that partner would pay 40% of the total operating costs (utilities, maintenance). In addition to contributing pro-rated operating payments, each partner would contribute other operating and facility needs.

The State would contribute the State exhibit. The City would contribute the maintenance. The Chamber would contribute office management and staff. The federal agencies would contribute staff and the regional exhibit.

In summary, construction funding and ownership of the V.I.C. facility is divided among the partners in the following categories.

(1) The State of Montana is involved in full ownership in alternatives one and two and partial ownership in alternatives six, seven, and eight.

(2) The City is involved in full ownership in alternative two and partial ownership alternative six.

(3) The Chamber is involved in full ownership in alternative three and partial ownership alternatives seven and eight.

(4) Yellowstone National Park is involved in full ownership in alternative five.

(5) All partners are involved in partial ownership in alternative nine.

(6) The Gallatin National Forest is not involved in full or partial ownership in any alternatives. Ownership was not an involvement objective.

Alternative nine, pro-rate the construction and operating costs based on the percent of space used has disadvantages over the other eight alternatives. First, if construction costs go over the first calculation, it will be difficult to go back to the partners and request another percent of the needed money. This is especially true of the federal agencies. The federal agencies, because of budget structures, would not be able to contribute the extra money until the next fiscal year. Second, there is no income from lease money to pay for construction loans, or provide money for future improvement needs.

The alternatives suggest possible partnerships in the V.I.C. and were formulated from the involvement objectives and needs extracted from the interviews. There may be other alternatives possible or a combination of these alternatives may be the solution to the partnership.

Other alternatives possible may be that the State of Montana involve more than just private and federal organizations in their V.I.C. plans. A consideration should be other State departments.

The results of the 15 surveyed states indicate that 11 of the 15 finance the State V.I.C. with two or more State departments. Also, 13 of the 15 finance the State V.I.C. with one or more State departments and one or more private or federal partners. Survey results indicate that most often the State department of transportation constructs the facility (with federal money), provides exterior maintenance, and sometimes provides utility money. The State department of tourism, or its equivalent provides staff, interior furnishings and maintenance, displays, and some utilities.

It may be more viable for the State to provide construction and some operating expenses if they include two or more State departments into V.I.C. plans. If the Department of Transportation, for example, constructed the facility, then the Department of Commerce may be able to provide total annual utility costs, displays, and State-of-the-art visitor information systems.

This section fulfills study objective three - to provide partnership alternatives to meet the potential partner's objectives and needs. The next section recommends needed research for the partnership, how to choose a partnership alternative from the nine described, and suggests the next stages of formulating the Montana Yellowstone Information Center partnership.

C. Recommendations

This section will first discuss the the areas of research that are needed before any alternatives can be chosen. Next, suggestions are made on how to choose an alternative. Finally, a discussion of how and where the steps fit into developing the partnership plans.

In the process of undertaking and completing the study, several areas were identified that could benefit from further and more specific research. First, research on specific multipartnership V.I.C. operating plans is needed. Second, further research on the perceived roles of the partners is needed.

The alternatives formulated by this study are not the only alternatives possible. They should be used as a starting point in organizing the roles and needs of the five partners. Further research into the operating plans of visitor centers that operate with multipartners is needed. Some suggestions would be to look into the partnerships of the proposed Glacier National Park/Flathead National Forest V.I.C., Jackson Hole, WY V.I.C., joint V.I.C. on the Oregon/Washington border, Lake Mead, AR V.I.C., and others.

The surveys on other State managed V.I.C. gives general information on the State department(s) role and other partners roles in State V.I.C. Specific research is now needed to determine the exact roles in the partnerships and how these roles were formulated. By researching the specific operational plans of partnership visitor information centers, new alternatives for the Montana Yellowstone Information Center may emerge.

Second, further research is needed to determine the exact needs and roles of the five partners involved in the proposed V.I.C. Since the inception of this study, the State of Montana has become more involved in the partnership. This may change the roles of the other partners as they are presented in this study. Also, the Greater Yellowstone Coordinating Committee (GYCC) has not yet been approached with the partnership idea. This committee may want to contribute display money, staff money or even construction money. This would add another alternative to the list of nine presented in this study. The GYCC involvement may even change the perceived roles of the Gallatin National Forest and Yellowstone National Park. Finally, with increased publicity of the proposed V.I.C. the line officer staff members from the State, and federal agencies involved in planning, may recognize a greater need for their involvement in the V.I.C. In this case, they may want to have a greater role in the V.I.C. than what the results of the interviews indicate.

Steps to formulating a partnership alternative should begin with the knowledge of other V.I.C. partnership plans, and the concrete knowledge of the five partner's perceived roles. This will give the plan credibility for the line officer staff of the federal agencies, State, and the loan organizations who make the final decision of the feasibility of the partnership. If the partnership steering committee can prove they have an exhaustive list of alternatives based on research, then it will be easier to get the needed approval for the partnership. The alternatives formulated in this study should be used as a guide in formulating new alternatives.

The following steps suggest the direction to take in formulating a partnership.

(1) First, present the results of this study and the results of the Institute of Tourism and Recreation Research report to the GYCC, and the other line officer staff from the State and federal agencies. Determine if and how their roles have changed, and if there is support from the GYCC and line officer staff.

(2) Second, research the V.I.C. operating plans of other multipartnerships. Determine if other operating plans would be alternatives for the proposed partnership.

(3) Third, take the information from steps one and two and formulate alternatives from these. Determine if the perceived roles of the City and Chamber of Commerce have changed in light of the new information. The alternatives should keep in mind the changing architectural design needs of the partners as well.

(4) Fourth, present all alternatives to the representatives of the partners. The alternatives should be first be reviewed and those eliminated that are not feasible given the new information. Then prepare a report for the 52nd Legislature in October. This report should include all partner background information starting with the inception of the partnership in 1985 and moving through other partner involvement. The report should also include the V.I.C. need, results of this study, alternatives based on the research of other V.I.C. operational plans and new roles (if any), and architectural design by MSU.

(5) Finally, wait to see if the 52nd Legislature is going to fund the system of V.I.C. If funding is approved, determine how much, how it will be spent (construction, operation), and when the project will be funded. Go back to the alternatives and alter depending on the 52 Legislature decisions. (If funding is not approved, alter alternatives based on what the State might contribute). Then determine first which construction alternative to use from the list of alternatives, then the operating option.

All steps to a partnership should include a steering committee with the representatives from each interested partner. The representatives should be responsible for taking the plans back to the staff in their organization and getting support.

The time line for the partnership process described above is based on the presentation of the V.I.C. report by the Institute of Tourism and Recreation Research to the 52nd Legislature, and presentation of the partnership to the GYCC. The time line follows:

- | | |
|-------------|--|
| Summer 1990 | <ul style="list-style-type: none"> - research other V.I.C. operating plans - present the results of this report and the latest results of the Institute of Tourism and Recreation Research report to the GYCC - review the architectural design by MSU, agree on changes if needed |
| Fall 1990 | <ul style="list-style-type: none"> - prepare a report to go to the legislature in October on the partners involved, the V.I.C. needs, update on partnership and background partnership information - report by Institute of Tourism and Recreation Research presented to 52nd Legislature - determine if the roles of the partners have changed since the GYCC presentation |

- formulate new alternatives based on the V.I.C. research, and new roles (if any) of the partners
 - if any new roles, determine if the architectural design is still adequate to meet the partner's needs
- Winter 1991 - 52nd Legislature meets and agrees/disagrees on funding the system of V.I.C.
- Spring 1991 - 52nd Legislature agrees on the amount of funding for each V.I.C., how it will be spent (construction, operation, or both), and when to expect the money (if agree to fund system)
- Summer 1991 - partners formulate alternatives based on the roles and needs of the partners, and the contributions of the State of Montana

In summary, the West Yellowstone partnership steering committee should begin preparing information and a report to sell the partnership idea to the 52nd Legislature and other line officer staff of the federal agencies. This report will also help the partner or partners get construction loan approval from a loan officer. After the report is completed and presented, the steering committee will have to wait and determine the role of the State of Montana in the partnership. From here, an alternative can be formulated and chosen.

In conclusion, the content of this study collected the needs and roles of the partners as they were determined in the spring of 1990. This study also collected the background information on the involvement of the interested partners. This formal compilation of background material aids the partnership by informing all individuals on the steering committee of the needs and roles of the other partners. This study lets the partners know where the other partners stand and how they determined their positions.

Increased publicity on the V.I.C., greater involvement by the State, future involvement by the GYCC, and other unknown factors may change the perceived roles of the partners by the spring of 1991. These roles will need to be constantly monitored and changed in the plans. If they are not, it will be more difficult to determine a feasible partnership alternative. This study recommends that the steering committee appoint a person or persons to keep track of this information. This study also recommends that the primary goal of the Montana Yellowstone Information Center -to provide visitor services - should be the target to which all alternatives are directed.

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APPENDIX A

**MONTANA COMMUNITY CENTER DEVELOPMENT PLAN
AND ARCHITECTURAL DESIGNS**

WEST YELLOWSTONE
COMMUNITY CENTER
DEVELOPMENT PLAN

Forsgren Associates P.A.

WEST YELLOWSTONE
COMMUNITY CENTER
DEVELOPMENT PLAN

1.0 Proposed Project

The project that has been proposed by the Chamber of Commerce is a Community Center to be located at the south end of Canyon Street on Town property. The project consists of an 8,000 square foot community center building with associated parking lots, sidewalks, and landscaping. This project is the same project as the Montana Yellowstone Information Center which was proposed in the report completed by Mattson, Prugh & Lennon Architects.

2.0 Project Need

West Yellowstone's location among some of the most beautiful and famous scenic areas in the country has made it a center of tourist related industries. Yellowstone National Park entertains over 2 million people per year of which 800,000 use the west entrance at West Yellowstone, Montana.

From its very beginning West Yellowstone has existed to serve the tourists visiting Yellowstone National Park. In recent years West Yellowstone has been successfully changing the image of an overnight stay community to a vacation center for many of those visiting Yellowstone National Park. The result of this changing image has created a significant need for an information and reservation center that would provide the information and reservation needs for this enormous tourist traffic. In addition to these immediate needs, it has become apparent that the Town of West Yellowstone and the J.P./City Judge as well as the Chamber have office needs. Therefore, a new Community Center could serve the following functions:

1. West Yellowstone Town Hall - At present the Mayor and J.P./City Judge share an office that is not large enough for a Town Council meeting. The Clerk's office, which is approximately 180 square feet, houses two people and is also the basic storage for all Town records and computer facilities. The Town Council holds their regular bi-monthly meetings either in the Fly Federation Building or in the high school. As can be readily seen, the need for a Town Hall which would provide office space for the Mayor, the City Clerk and her staff, storage space, and a central public meeting and Council chambers, has become very critical in the Town.
2. Chamber of Commerce Facilities - The Chamber is desirous of improving their information center and in providing public rest room facilities. Their present information center has been extensively frequented but needs to be expanded to include additional display area, a reservation center, and public rest room facilities. In addition to the information center, the Chamber needs office space to provide for their full-time office staff as well as their Chamber Board meetings and President activities.

If the Chamber's present office facilities could be located adjacent to the information center, the staffing costs could be reduced since duplicated staff of operating the information center and housing the Chamber facilities could be eliminated.

3. J.P./City Judge Chambers - As indicated above, the Mayor and J.P./City Judge share the same office facility. This has presented many scheduling problems and difficulties in conducting both the Town and Judge business effectively. The Judge needs a separate office for consultation and filing as well as a chamber that could be used as a courtroom.
4. Summary of Needs - In summary, it appears that there are mutual needs that could be satisfied through the construction of a single community center. This community center could house individual offices for the Town Hall, Chamber of Commerce, and the J.P./City Judge. Other facilities such as conference room, lunch room, and Council chambers could serve all three entities jointly thus eliminating the duplication of facilities. Examples of this would be the Council room, which could be used as a public meeting room, Council chambers, and as a chamber for holding court.

3.0 Development Costs

The facility as proposed in the Mattson, Prugh & Lennon Montana Yellowstone Information Center report is estimated to cost \$455,000. A breakdown of these costs is now shown below:

Building - Main Floor	\$222,000	
Basement	<u>105,000</u>	
SUBTOTAL		\$327,000
Parking Lot Pavement	\$ 20,000	
Sidewalk	14,000	
Curb and Gutter	<u>3,000</u>	
SUBTOTAL		\$ 37,000
Contingencies & Development Fees @ 25%		<u>\$ 91,000</u>
GRAND TOTAL		\$455,000

These costs are projected on the basis that approximately 8,000 square feet of the building will be finished and ready for occupancy.

4.0 Facility Uses and Cost Distribution

In order to meet the needs as defined in 2.0 above, it is hereby proposed that the Community Center house facilities for the Town Hall, Chamber of Commerce, and the J.P./City Judge facilities. The allocation of space to each of these facilities and associated costs will now be presented in this section.

4.1 Space Distribution

It is anticipated that a Community Center building with a total finished square footage of 8,000 square feet will be necessary. An approximate distribution of this office space is shown in Table I. Table I indicates an office space of approximately 700 square feet for the Town offices, 660 square feet for Chamber offices, and approximately 200 square feet for the judges office. In addition to these specific office areas, conference areas, information center area, rest room areas, mechanical areas, Council chambers, etc., are shown with their appropriate distribution of usage and participation.

The total distribution of area, therefore, indicates the Town would utilize approximately 3,200 square feet. The Chamber would be appropriated an addition 3,200 feet with the J.P./City Judge assuming a responsibility of approximately 1,600 square feet. This breaks down to a percent utilization of 40 percent for the Town, 40 percent for the Chamber, and 20 percent for the J.P./City Judge.

4.2 Cost Distribution

It is anticipated that the distribution of the costs of constructing, operating, and maintaining this Community Center will be distributed on the same basis as allocation of square footage to be used. This would mean the following:

1. Town of West Yellowstone - 40 percent
2. Chamber of Commerce - 40 percent
3. J.P./City Judge - 20 percent

Table II, attached hereto, summarizes the lump sum cost distribution that would be required to construct the building assuming private financing, 100 percent Town financing, and also various grant scenarios. As indicated in Table II, both the Chamber and the Town would be required to participate on the level of \$182,000 each with the Judge at \$91,000. If a \$300,000 grant could be secured, these lump sum contributions would drop up to \$62,000 for the Town and the Chamber of Commerce and \$31,000 for the Judge.

Various mechanisms for funding these lump sum allocations of cost under the various scenarios will now be evaluated in the next section of this proposal.

5.0 Implementation Plan

As can be seen from Table II and the discussion of the previous section a \$182,000 burden for the Chamber of Commerce and the Town would be significant and perhaps even prohibitive. It is, therefore, suggested that the Town of West Yellowstone act as the sponsor and owner of the Community Center so that grant and private donation funds may be sought for this needed project.

Public support for this project will be critical to the acquisition of grant funds. It is suggested that the Chamber of Commerce act as the development managers and enthusiasm builders for this project. Working jointly, therefore, with the Town of West Yellowstone as the sponsor and ultimate owner of the project and the Chamber of Commerce as the sparkplug to implement the development plan, a strong unified team will be provided whereby the Community Center can become a reality.

It is suggested, therefore, the Town of West Yellowstone authorize the Chamber of Commerce to pursue grant funding through the following sources:

1. Community Development - Block Grant Funding: This grant source would take a second priority to the Town's present municipal water system.
2. EDA Funding: This grant funding source would take second priority or could potentially be a joint grant application for both the Community Center and the completion of the Town's municipal water system.
3. U.S. Park and Forest Service Funding: Funding should be sought through U.S. Park Service and the U.S. Forest Service for the development of a reservation and information center that would serve both Park and Forest Service facilities in the area and that would also provide reservations for campsites.
4. State Funding: PILT Bed Tax funds may also be allocated for utilization on this project and, therefore, should be sought diligently for allocation during the year 1989 and 1990. Gallatin County should also be approached as a participant with the J.P./City Judge facilities.
5. Private Funding Sources: Several private funding sources have come to the attention of the Chamber of Commerce and should be pursued. There is a possibility of IMAX theatre participating in the Community Center as an information and reference facility for a major IMAX development in West Yellowstone. Other private citizens and businessmen in the Town of West Yellowstone could also be approached for private contributions to the development of an information center which would ultimately benefit all commercial businesses within the Town.

TABLE I
WEST YELLOWSTONE
COMMUNITY CENTER
SPACE DISTRIBUTION
SUMMARY

<u>Area</u>	<u>Total</u>	<u>Town</u>	<u>Judge</u>	<u>Chamber</u>
<u>MAIN FLOOR</u>				
City Office	720	720	-0-	-0-
Chamber Office	660	-0-	-0-	660
Conference Area	740	370	-0-	370
Public	<u>1,580</u>	_____	_____	<u>1,580</u>
TOTALS	3,700	1,090	-0-	2,610
<u>LOFT AREA</u>				
Offices	560	560	-0-	-0-
Public	<u>300</u>	<u>150</u>	_____	<u>150</u>
TOTALS	860	710	-0-	150
<u>BASEMENT</u>				
Council Chambers	1,800	900	900	-0-
Judges Office	200	-0-	200	-0-
Storage	1,020	340	340	340
Mechanical	300	100	100	100
Common	<u>120</u>	<u>60</u>	<u>60</u>	<u>-0-</u>
TOTALS	<u>3,440</u>	<u>1,400</u>	<u>1,600</u>	<u>440</u>
TOTAL	8,000	3,200	1,600	3,200
% DISTRIBUTION	100	40	40	20

TABLE II
WEST YELLOWSTONE
COMMUNITY CENTER
DEVELOPMENT COSTS

LUMP SUM CONTRIBUTION

<u>Funding</u>	<u>Town</u>	<u>Chamber</u>	<u>Judge</u>
I. Private	Rent	Rent	Rent
II. Town - No Grant	\$182,000	\$182,000	\$91,000
III. \$200,000 Grant	\$102,000	\$102,000	\$51,000
IV. \$300,000 Grant	\$ 62,000	\$ 62,000	\$31,000

COST PER MONTH

I. Private 9% for 15 yrs = 9.75	\$ 2,600	\$ 2,600	\$ 1,300
II. Town - No Grant 8% for 20 yrs = 7.75	\$ 2,060	\$ 2,060	\$ 1,030
III. \$200,000 Grant 8% for 20 yrs = 4.5	\$ 1,200	\$ 1,200	\$ 600
IV. \$300,000 Grant 8% for 20 yrs = 3.22	\$ 860	\$ 860	\$ 430

West Yellowstone Chamber of Commerce
Building Program

Ground Floor

Square Feet

Chamber of Commerce Areas

Entry Vestibule	220
Public Toilets	320 ✓
Stairs	160
Public Information Lobby/Reception	640 ✓
Office	180
Office	120
Office	120
Supply/Storage	100

Rental Office Areas

Reception, Secretary, Waiting	240
Office	180
Office	120
Office	120
Supply/Storage	100

Shared Areas

Private Toilets	80
Conference Room	220
Office Machine/Coffee Area	160

760
180

940
960

360 ÷ 2

Subtotal 3,080 SF

15% Circulation and Walls

420

Total 3,500 SF

Basement

Stairs	160
Mechanical	400
Storage	720
Multi Purpose	<u>1,800</u>

Subtotal 3,080 SF

15% Circulation and Walls

420

Total 3,500 SF

Secondary Stair Exit Included

Second Floor

Future Expansion and Storage

As Available

West Yellowstone Chamber of Commerce
Building Program
15 June 1987

General Comments

- Year-round use
- Design site for future building
- Canyon street will extend through
- Daylight basement
- Handicapped access
- Parking - with snow removal
- Hot water, high efficiency furnace
- Propane fuel
- Future city picnic area with toilets on site
- Building visible from Canyon St./Yellowstone Ave intersection
- Materials: wood shingles, redwood bevel siding, rock
- Jim Dolan sculpture, possibly
- No sign on building
- Possible tape presentation area
- After hour access for meetings
- Competitive bidding with possible priority given to local generals

Montana Yellowstone Information Center

**Chamber of Commerce
West Yellowstone, Montana**

Mattson, Prugh & Lenon Architects

27 East Main Street
Bozeman, Montana 59715
(406) 587-1255

October 16, 1987

To Whom It May Concern:

This brochure is a Schematic Design presentation prepared for the West Yellowstone Chamber of Commerce.

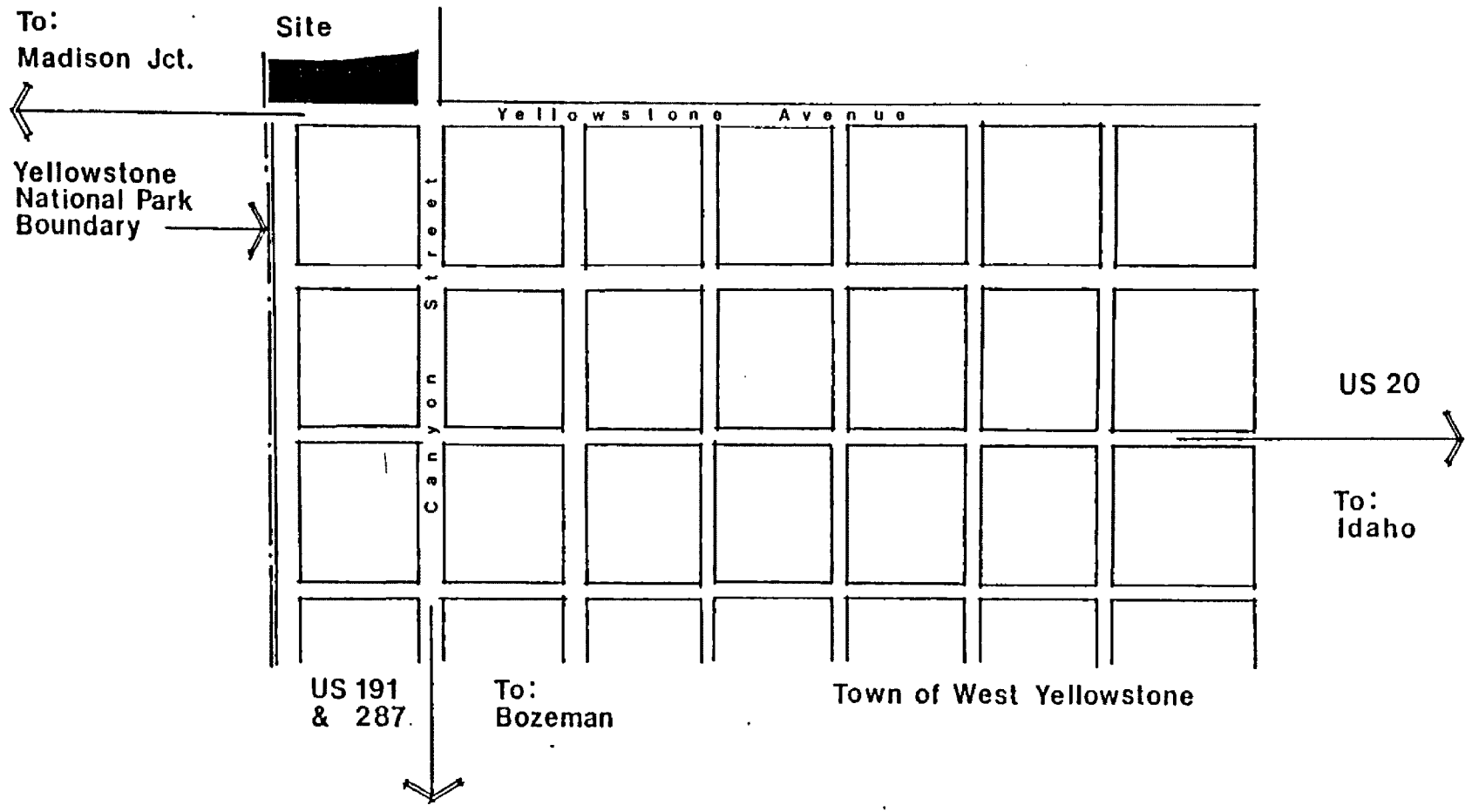
This project will provide a new building for the Chamber of Commerce, city of West Yellowstone residents and the general public.

Provided within the building on the ground floor are Chamber of Commerce offices, rental offices, public information desk, display area and public toilet facilities. The basement has a generous public meeting room and storage area, and the loft has space for future office expansion. The site provides staff parking, public parking and a public picnic area.

The location of the building is on the southeast corner of the intersection of Yellowstone Avenue and Canyon Street. This location is only blocks from the entrance to Yellowstone National Park, therefore, our design is intended to compliment the character and atmosphere found in traditional national park architecture.

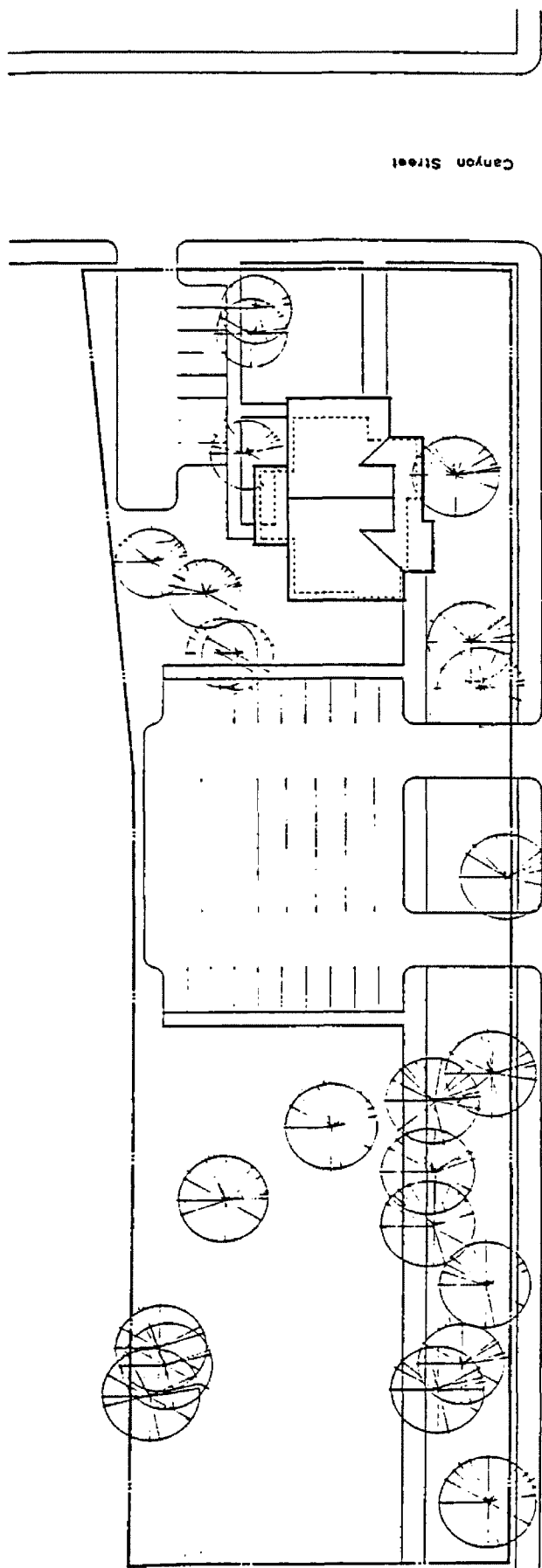
PROJECT AREAS:

SITE	112,800± SF
GROUND FLOOR	3,700 SF
LOFT	900 SF
BASEMENT	3,500 SF



Vicinity Map
Montana Yellowstone Information Center



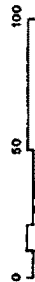


Yellowstone Avenue

Montana Yellowstone Information Center
Chamber of Commerce
West Yellowstone, Montana

WYC

Site Plan



MONTANA VISITOR INFORMATION

- 1 Lobby/Vestibule
- 2 Information
- 3 Display
- 4 Public Restroom

CHAMBER OFFICE SPACE

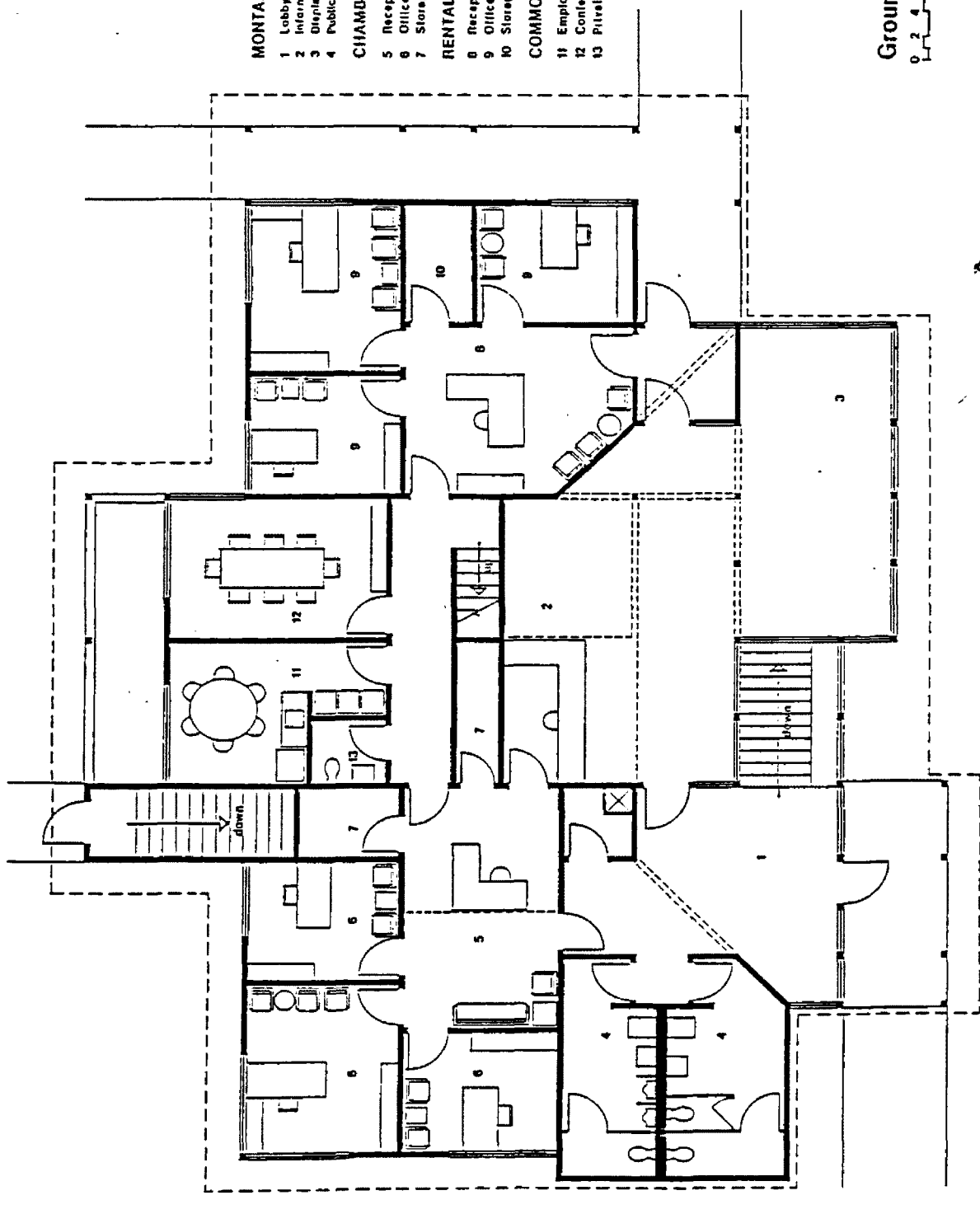
- 5 Reception
- 6 Office
- 7 Storage

RENTAL OFFICE SPACE

- 8 Reception
- 9 Office
- 10 Storage

COMMON OFFICE SPACE

- 11 Employee Lounge
- 12 Conference
- 13 Private Restroom



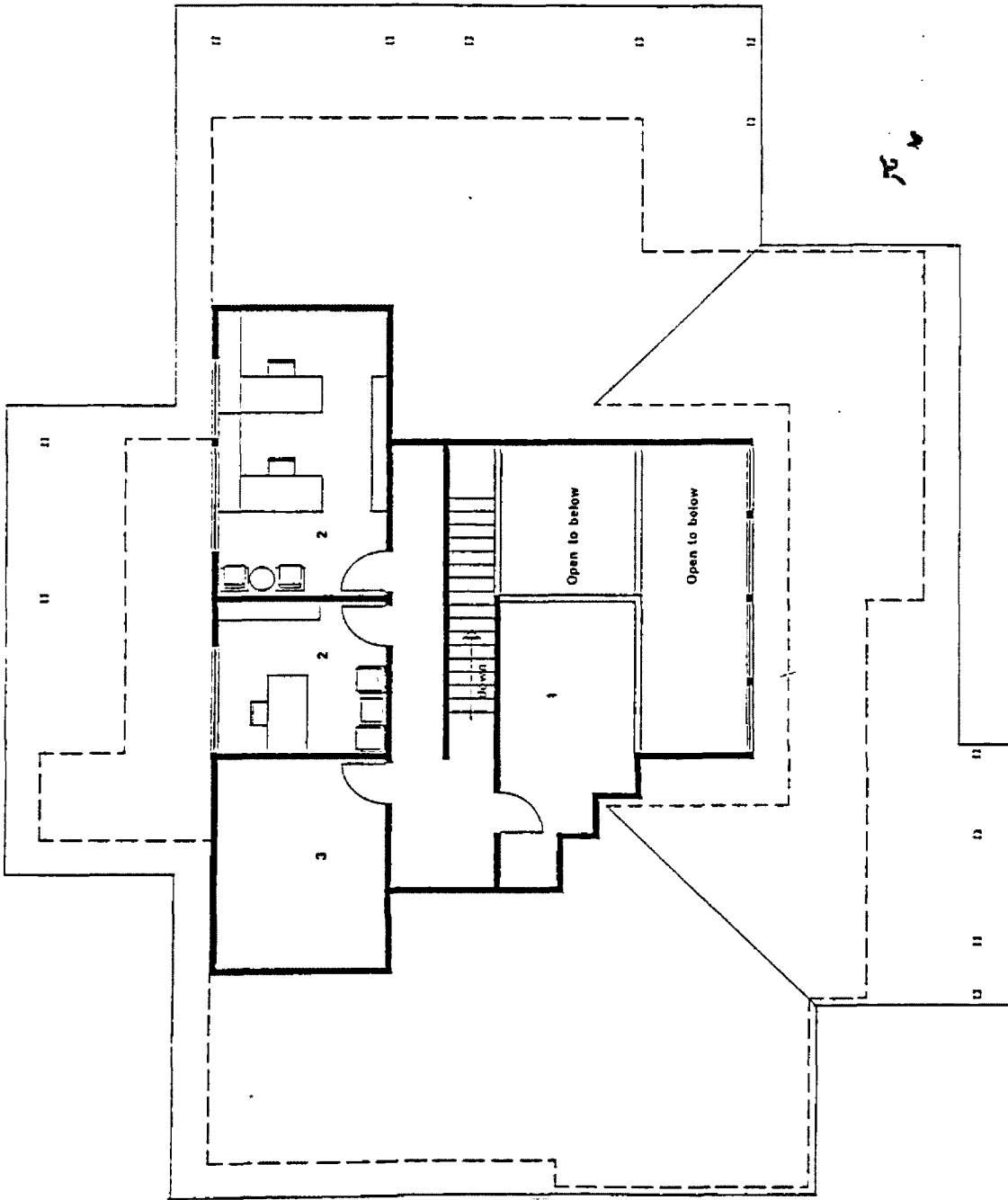
Ground Floor Plan



WYC

FUTURE EXPANSION SPACE

- 1 Loft
- 2 Office
- 3 Storage

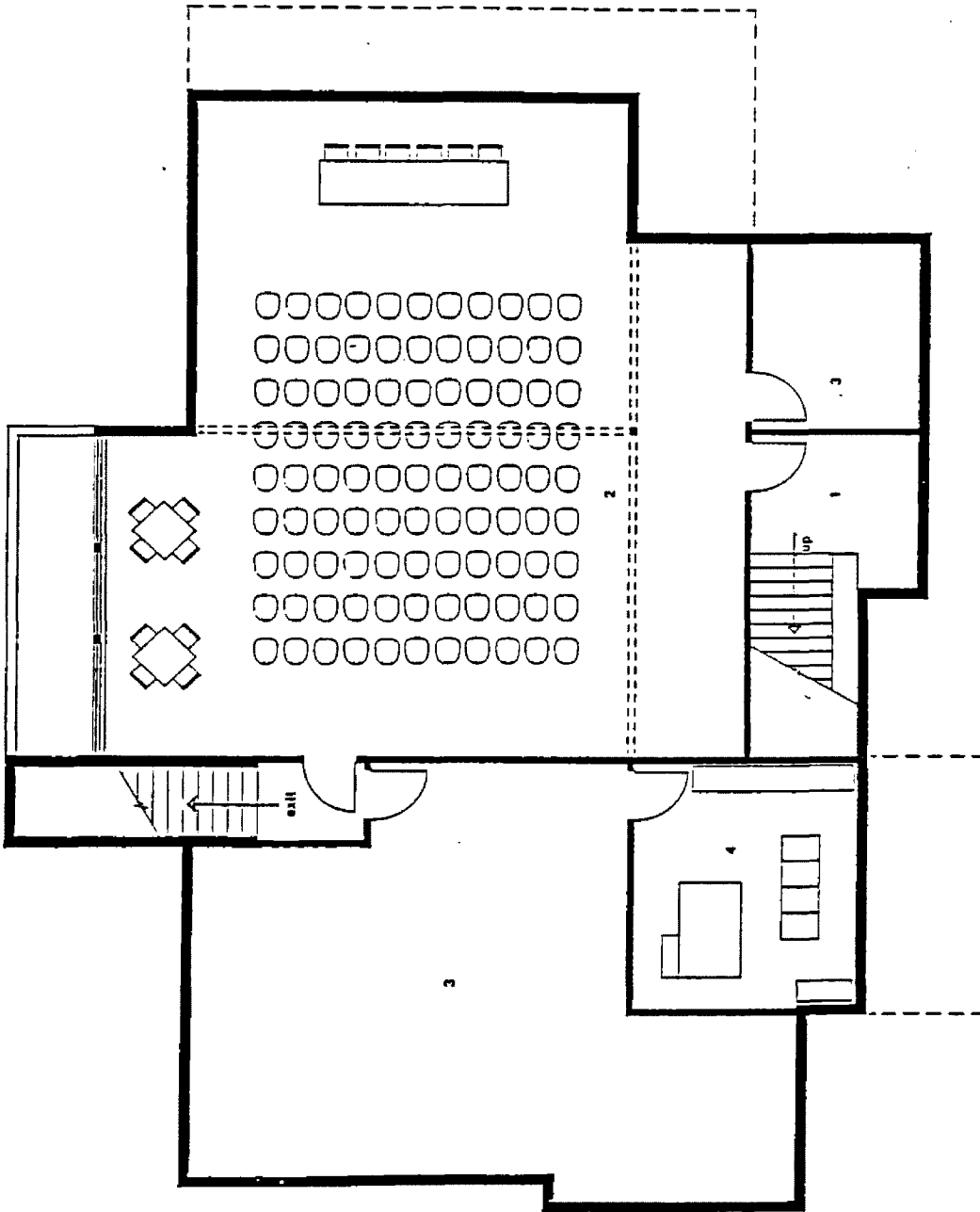


Loft Plan
0 2 4 8 16

WYC

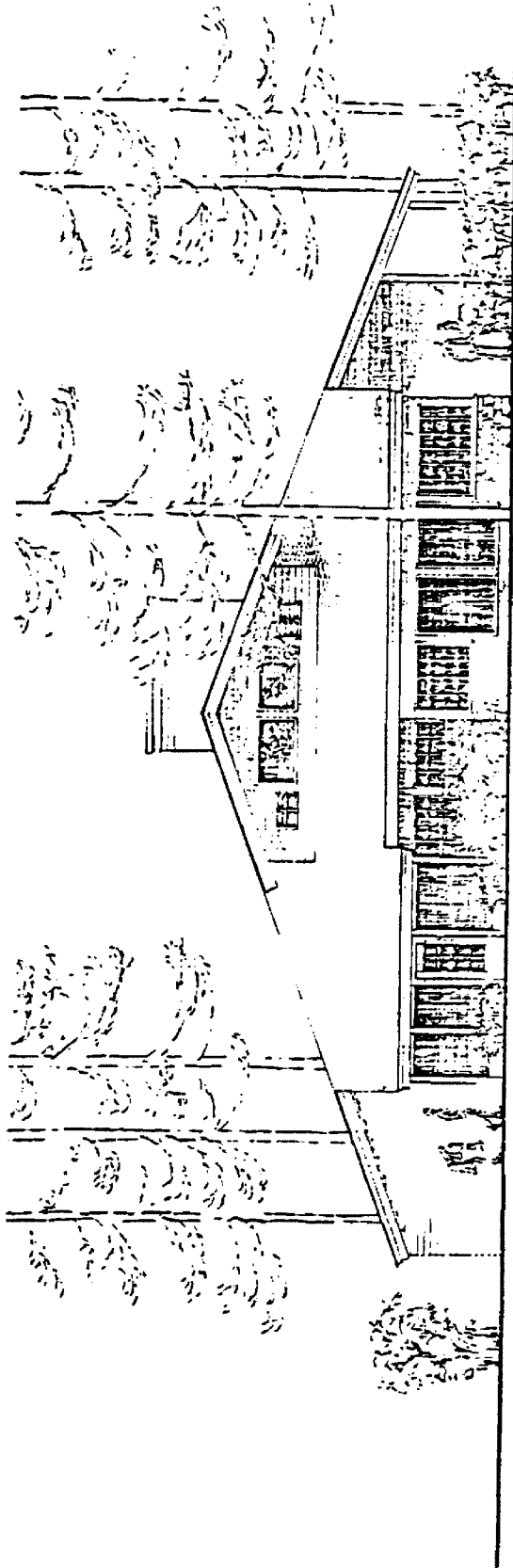
PUBLIC MULTIPURPOSE SPACE

- 1 Entry/Vestibule
- 2 Public Meeting/Multipurpose Space
- 3 Storage
- 4 Mechanical

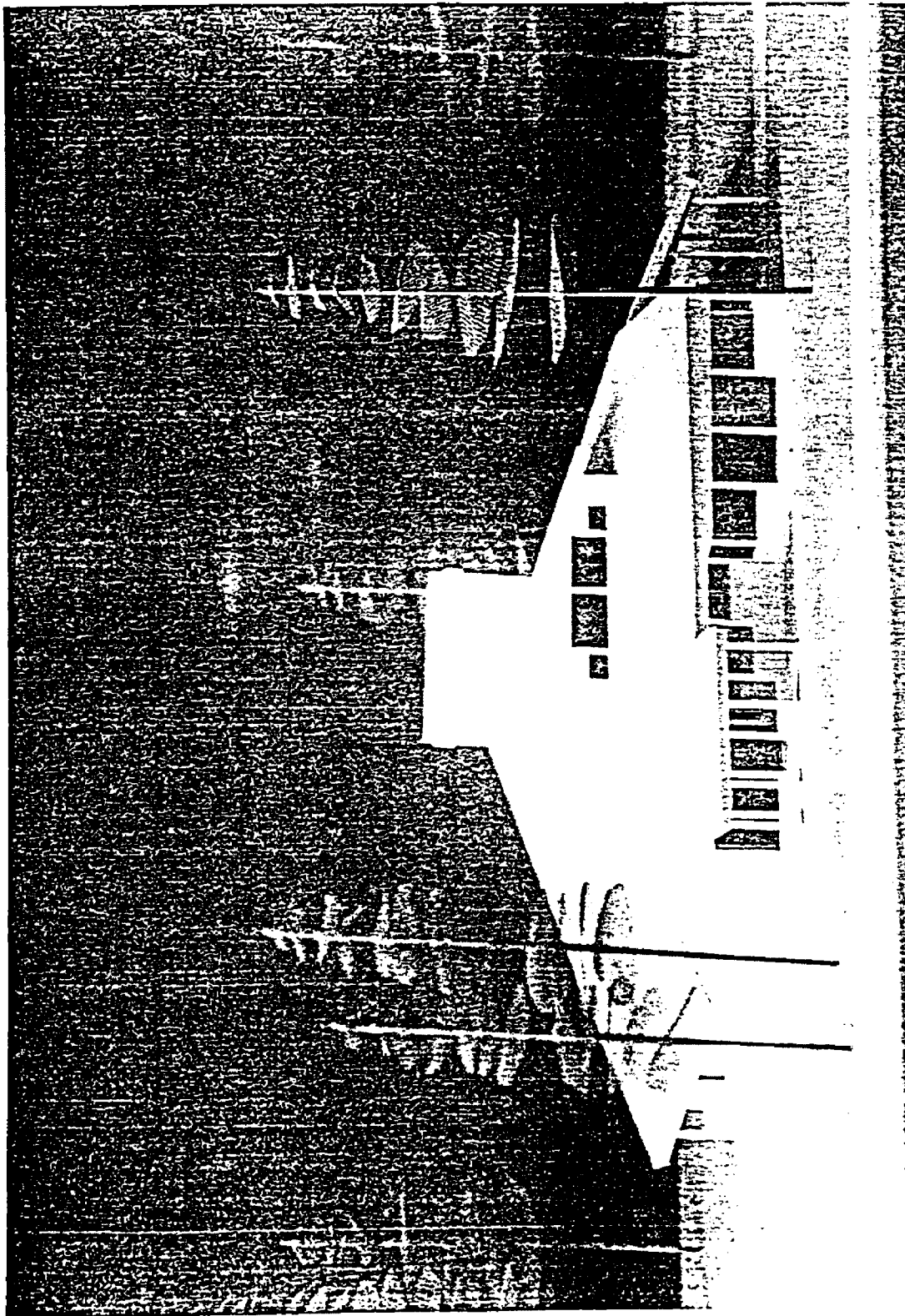


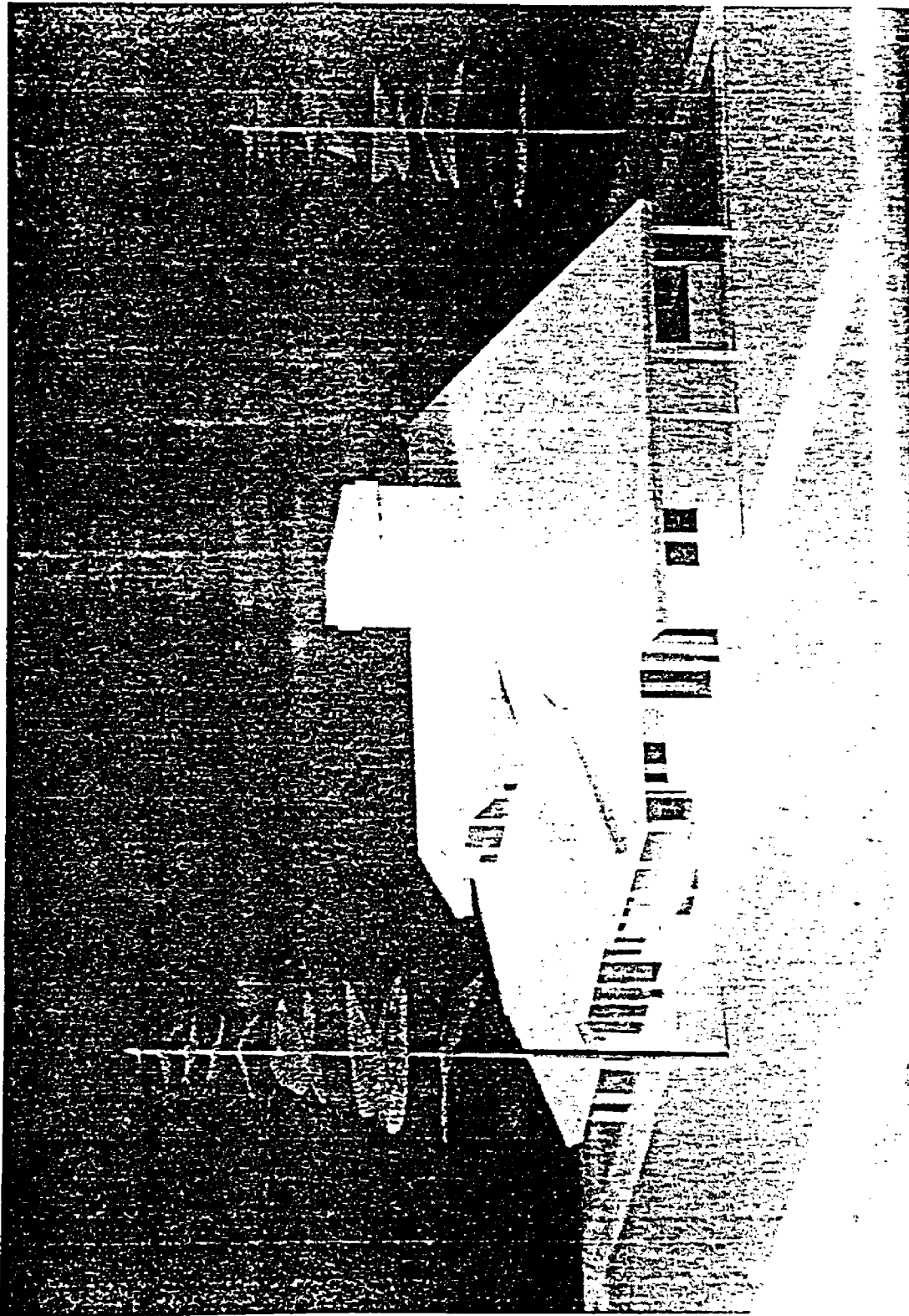
Lower Floor Plan
0 2 4 8 16

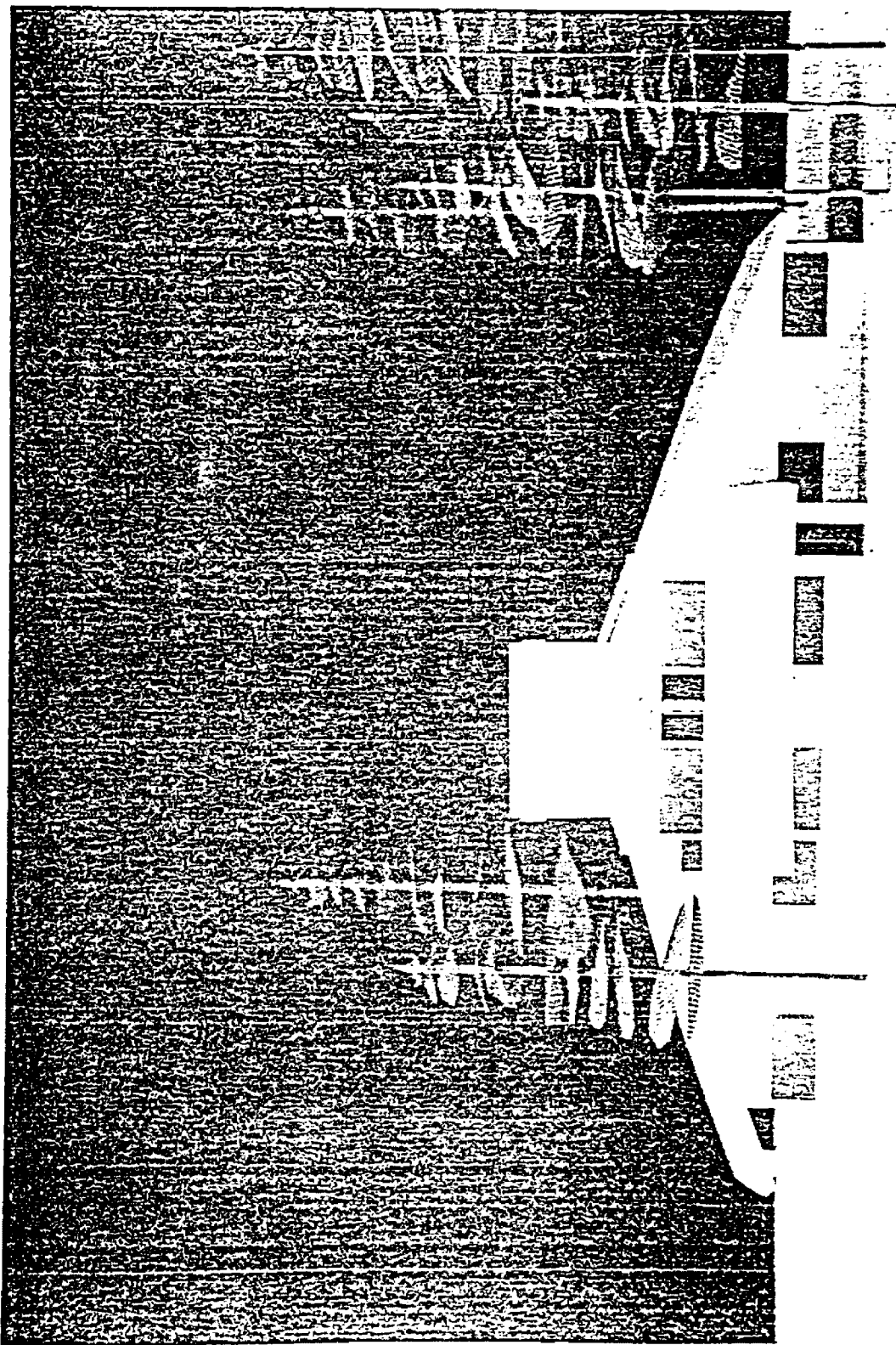
WYC



North Elevation







APPENDIX B

**PARK STATION LIMITED-
INITIAL SITE DESIGN PLAN**

LEWIS ROBINSON

PARK STATION LIMITED

PHASE ONE

Initial Site Design & Architectural Concepts Study

CREDITS

Lewis Stackpole, Architects
Lewis Stackpole, *Principal*
Betty Wright, *Office Manager*
Jeff Basten, *Architect in Training*

Thomas, Dean & Hoskins, Engineering Consultants
James Cummings, *P.E.*

Jim Collins: Graphics & Illustrations
Jim Collins, *Illustrator*

Graphitti Graphics: Computer Graphics
Jean Gillespie, *Graphic Designer*

INTRODUCTION

Park Station West Yellowstone Yellowstone Park

Park Station Limited is uniquely located to serve the needs and interests of the traveler to Yellowstone National Park and the region's recreational and cultural resources. The Park forms the eastern boundary for the 87 acres of the development. Lands of Gallatin National Forest form the South edge. The Northern edge meets land owned by the Town of West Yellowstone. This land and buildings were donated to the town by the Union Pacific Railroad for public use as a Park, City Hall, Clinic and Cultural facilities. The historic Railroad Depot and the Dining Hall Buildings are the home of the Museum of the Yellowstone and the Fly Fisherman Federation.

The Town of West Yellowstone has for many years been a primary entrance to Yellowstone National Park. In its early days visitors came by Stagecoach and later train to the Park's West entrance. From there they went into the Park to stay at Old Faithful Lodge and Lake Hotel. Today the Park visitor arrives by private car or tour bus. The Park draws ^{500,000}~~2,000,000~~ people per year to ~~West~~ Yellowstone. *Park Station Limited* is located right at the Park's West Entrance to the Park, **THE MOST POPULAR AND WIDELY USED ENTRANCE.**

The region that surrounds West Yellowstone and *Park Station Limited* offers not only Yellowstone Park to the visitor, but further Teton National Park. Alpine skiing is available at Big Sky, Montana and in Jackson Hole, Wyoming. The Buffalo Bill Historical Center, in Cody, Wyoming exhibits world renowned collections of Western Art, memorabilia, firearms and Native American artifacts.

Cross country skiing, hunting, backpacking and snowmobiling are available to the visitor in five national forests and the designated Wilderness Areas that are in the three states that surround the Parks. All these outdoor recreations, but hunting, are also available in the Park. Yellowstone Park is well known its for fly fishing and wildlife viewing and photography. Hebgen, Earthquake, and Henry's Lakes are easy reached from *Park Station Limited* for water-skiing, swimming, fishing and boating. The major lakes of the Park, Shoshone, Lewis and Yellowstone, are also available to the visitor for water recreation.

The region also has historic significance to the traveler interested in the Fur Trade and the Mountain Man. John Colter, an early mountain man came to the area in 1808. It was for a time known as "Colter's Hell" as a result of his descriptions of the hot springs. The surrounding areas of Montana, Wyoming and Utah were significant as the sites for many of the Fur Trade Rendezvous of the 1820' and 30's.

Park Station Limited's location provide three special and unique benefits to the traveler and consequently the investor. The fact that it is surrounded by publicly owned land dedicated as National Park, City Park and National Forest protects it from the rapacious whimsy of surrounding development. This protection also provides a unique market opportunity to serve the 2,800,000 visitors who utilize ^{enter} ~~the West Entrance~~ of Yellowstone National Park. Finally, the many opportunities that are available in the region insure its place as a major destination resort area for the nation and the world.

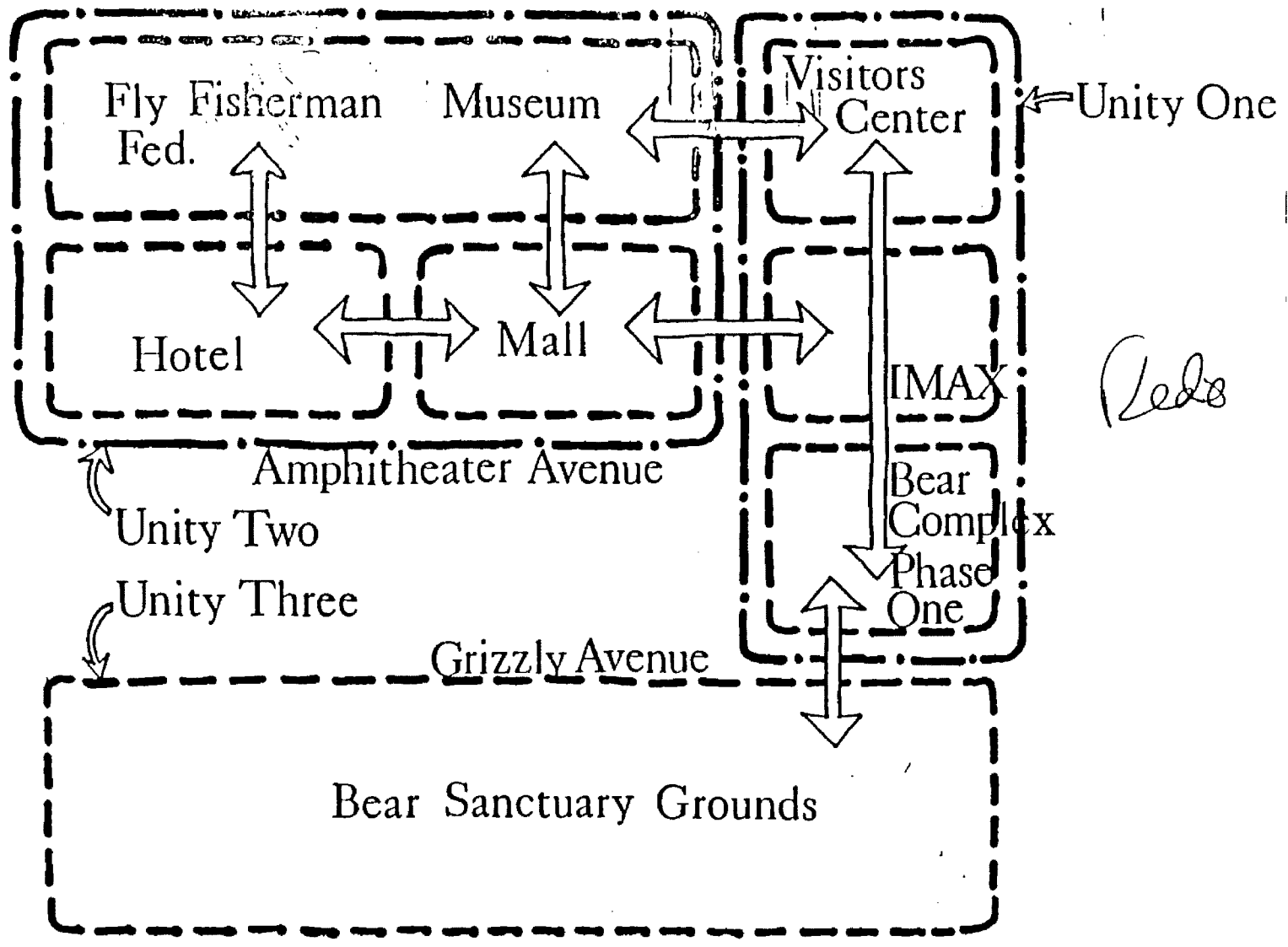
~~proposed~~
The Keystone of *Park Station Limited* will be the construction of the GRIZZLY BEAR SANCTUARY. The SANCTUARY will serve as a secure "home" to those grizzly (*Ursa Horribilis*) and black bears (*Ursa Americanus*) which have had a "hostile" encounter with humans and otherwise would be destroyed. These resident bears would serve as a study population for the Interagency Grizzly Bear Study Team and other interested scientific and academic organizations. The bears would also play a significant role in an educational program to better inform the general public of the natural history of bears, their role in the Yellowstone Park Ecosystem and the consequences of their interface with humans.

This initial concept study will describe the primary facilities and the architectural character for Phase One of the development. Those facilities are THE GRIZZLY BEAR SANCTUARY; PARK STATION LODGE, a Resort Hotel of 200 rooms; an IMAX Theater; a Visitor's Center and a Pedestrian Mall. These facilities along with some 60 commercial lots and a United States Post Office will form Phase I. ^{or more}

The buildings would be linked by an actual or at least a sense of an arcade or mall. Parking for Visitor's Center, the IMAX Theatre and the Bear Sanctuary Complex would be shared.

The separation of the Bear Sanctuary Grounds, the land below or to the South of Grizzly Avenue, offers the further benefit that it could be developed at a later date as a different type of experience for the visitor and the Bears. The setting for the future exhibit pods would be more "park like" than "zoo like". Therefore, it would be quieter and less intense. Phase One could be built and perceived of as complete and whole without the sense of "what is to come next", as is often the case in phased construction. However, access to this separated area would need to be controlled from the main facility to gain the admission fee and maintain security and safety for the bears and the visitors.

12



Spatial Unity Concept

UTILITIES & SERVICES PHASE ONE

Design Concepts

Park Station Limited will be served by an upgraded Town water system. The Park Station developer has agreed to participate in the financial expense of upgrading and improving the water system. Sewage treatment will be by gravity flow to the Town's existing lift station. Solid waste or garbage is will be collected by a local contractor and hauled to the local landfill. The street system will be paved to conform to the Town's standards for arterial streets using a curb, gutter and sidewalk system. The estimated peak summer day traffic generated would be on the order of 8,000 vehicle trips. While an average summer day would be closer to 4,000 trips. Surface drainage resulting from the streets, parkings lots and other improvements would be collected in an underground storm drainage system.

It is important that the various constructed elements of the Park Station Complex provide a unified sense of space and imagery among themselves and with the existing historical architecture of West Yellowstone, particularly with the existing Fly Fisherman Federation, the Museum of the Yellowstone and the Eagle Store buildings. This proposed unity is important for the attraction and orientation of the visitor. The enclosed diagram defines this concept with respect to the actual sites in question. In the same vein, the buildings will serve as "signage" or indicators of significant events to further draw the visitor to *Park Station Limited*.

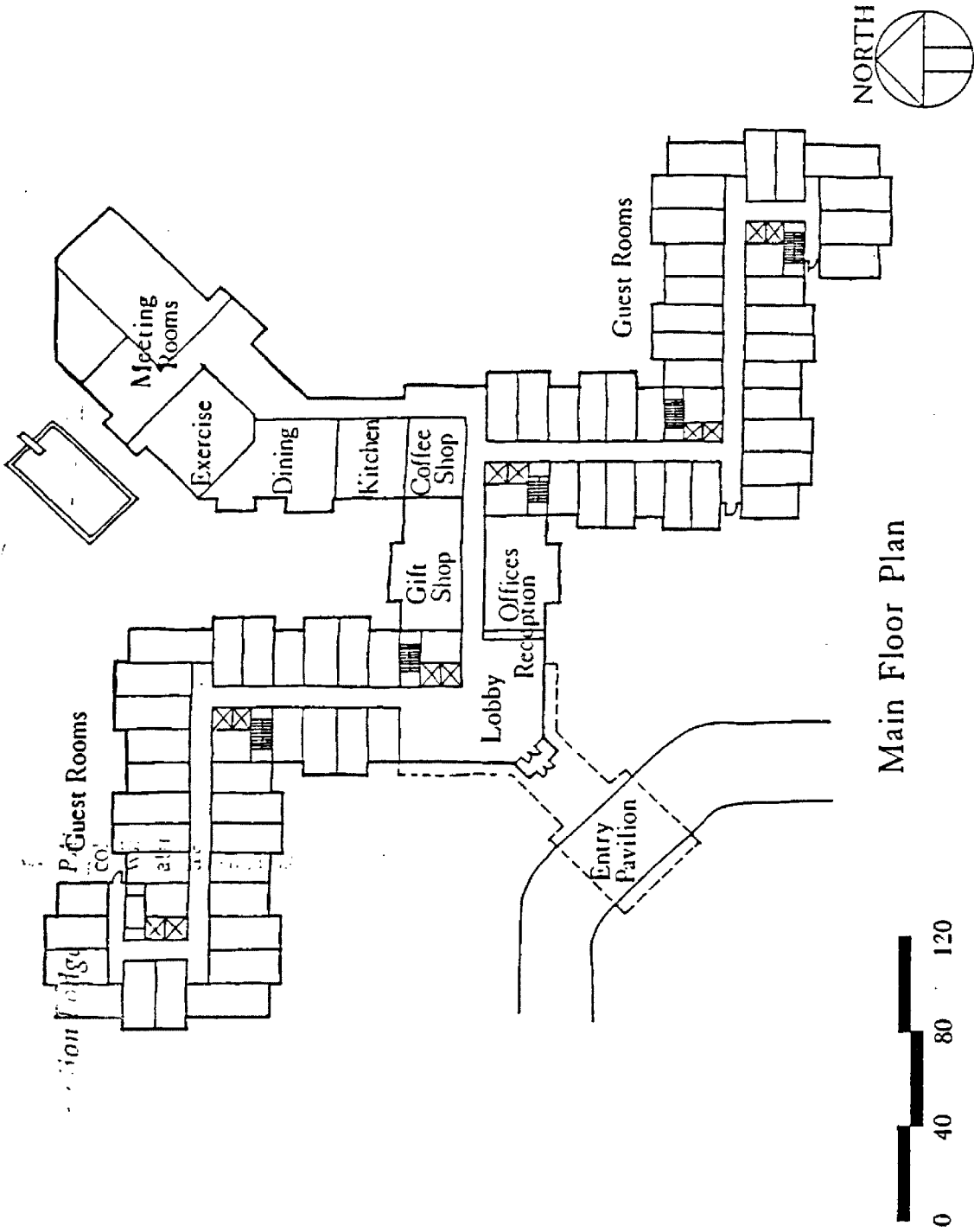
The guiding principal is that once the visitors have parked their cars they will be able to have a comfortable and exciting pedestrian exploration of the complex. That experience will, to some extent, "feel" like the familiar shopping center, but located on the edge of the wilderness. The success of an intense architectural experience on the edge of the wilderness is proven by that of Vail, Colorado, Park City, Utah and other resort complexes. This pedestrian experience is to be enhanced by the layout and the architecture of each commercial and mall lot as the enclosed drawing suggests.

Park Station Lodge

PARK STATION LODGE, a Resort Hotel, will provide some 200 plus rooms, a coffee shop, a full service gourmet dining room and a bar with a night club. It will also contain Exercise facilities, swimming pool and tennis courts. In order to attract larger groups, meeting rooms will be constructed for conventions and trade shows. The concept of the hotel is that it will recall the grand style of the great lodges as they used to function in the National Park system in the days of the steamer trunk trade. The size of the hotel is expected to be nearly 122,500 square feet. The concept study illustrates a three story building.

Visitors Center

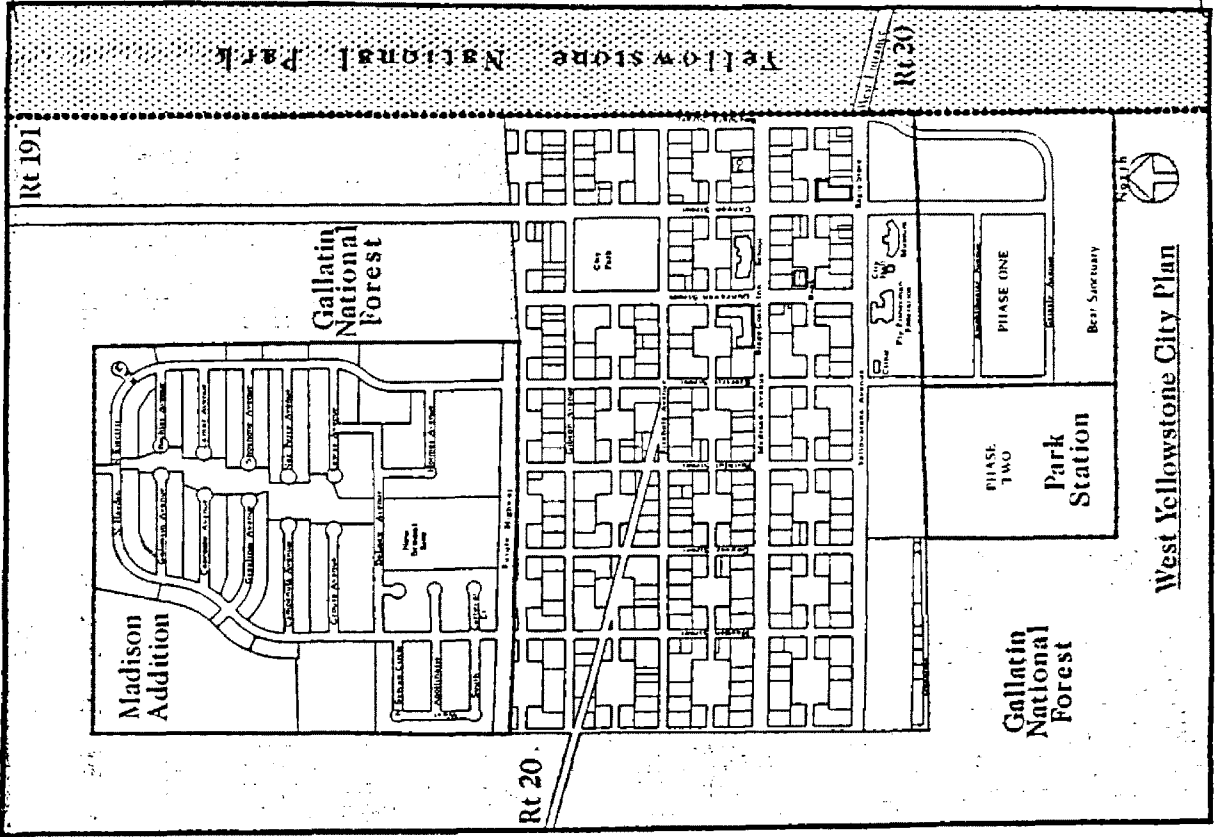
This project will provide a new building for Montana Visitor Information, the Chamber of Commerce, rental office space with reception area and storage, and common office space with employee lounge and conference room. Provided within the building on the ground floor are Chamber of Commerce offices, rental offices, public information desk, display area, and public toilet facilities totalling 3,700 SF and 3,500 SF for a public meeting room and storage area. An additional 900 SF will be available for future office expansion.



Main Floor Plan

Park Station Lodge: A Resort Hotel

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Handwritten signature

THE SITE
*Existing Character
& Natural Features*

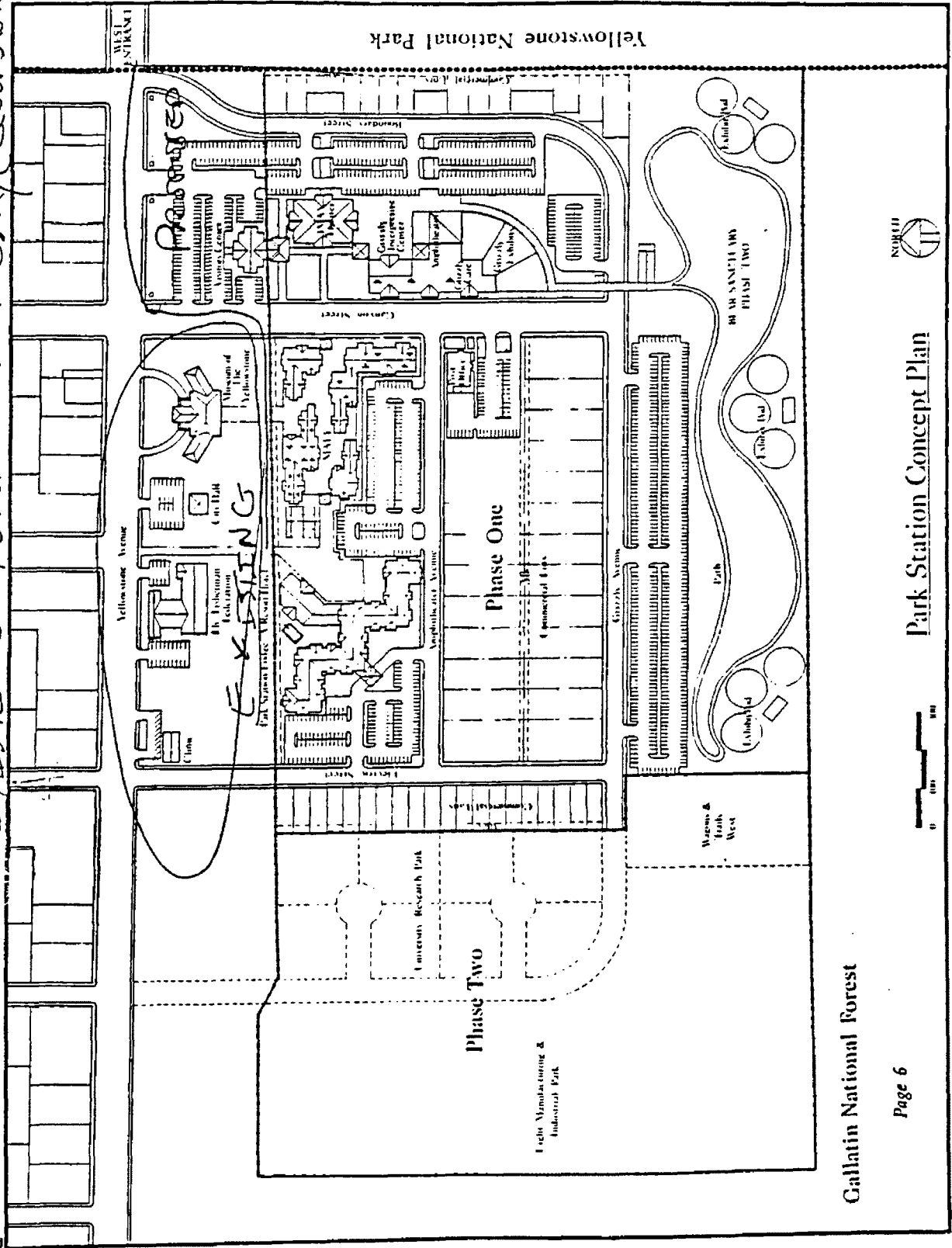
One of *Park Station Unlimited's* development. Phase Two will consist of a 8 lots which will be devoted to various Colleges and Universities for research facilities, a light manufacturing industrial park and a site for Wagon's West, a horseback outfitter. Phase One will encompass nearly 2/3 of the original 87 acres.

The property that is *Park Station Unlimited's* originally belonged to the Union Pacific Railway. It is essentially flat in character. The land slope very gently from the southeast corner to the northwest corner at less than 1%. The top-soil is very thin, less than 6 inches in depth. It covers a layer of sand and gravel to 28 feet. Beyond 28 feet, the soils are primarily gravel.

As there is no flowing or static surface water in the form of creeks or ponds, it is hoped that water features can be developed if only for aesthetic purposes. The vegetation is primarily distinguished by Lodgepole Pines and short native grasses. The site at one point in its history was cut for timber.

Mule deer, elk, moose, black and grizzly bears do occasionally forage on the site as there is no particular definition to their winter and summer ranges.

EXISTING TOWNSHIP YELLOWSTONE



Park Station Concept Plan



Gallatin National Forest

FACILITIES DESCRIPTION

PHASE ONE

The Grizzly Bear Sanctuary

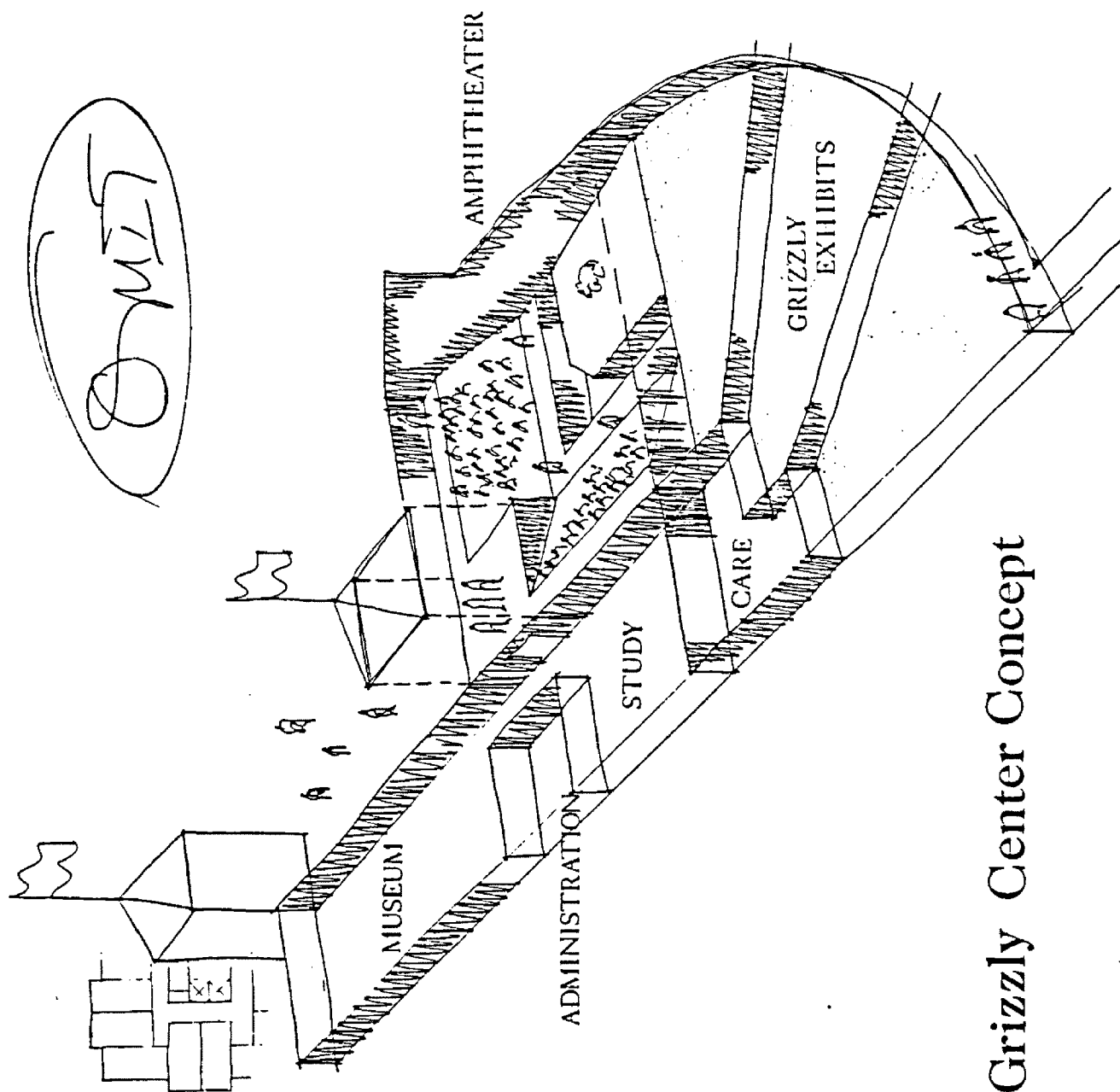
As mentioned earlier in this report, the SANCTUARY will form the keystone to *Park Station Limited*. It will consist of five major components. One will be an Interpretive Center which will function as a learning center and museum. Second will be a Study Center which will provide those facilities necessary to further the scientific knowledge of bears. It will also provide for the care of the captive bear population. The third component and perhaps the most dramatic will be the Amphitheater. This will contain seating for 300 people, who will be provided with a 45 minute educational program on bears. The main feature of the Amphitheater is that it will contain a natural exhibit area for those bears that are featured in the program. The "stage" and the audience will be separated to provide for their mutual protection. It is intended that such a program that utilizes actual bears will develop popular interest in the preservation of their habitat and the species.

There will also be natural exhibit areas in a more zoo like setting. In the first construction phase of the SANCTUARY, three exhibit pods will be constructed. Each pod will house a pair of bears in a natural setting. Three more pods for two pairs each will be later constructed in Phase Two of the SANCTUARY. The site for Phase Two will be across Grizzly Avenue in a setting that is more parklike in nature. Phase Two will be connected to Phase One by a bridge and a ramp originating in the Interpretive Center Complex.

The Amphitheater will contain some 17,000 square feet, while the Interpretive and Study Center will utilize 18,700 square feet.

IMAX Theatre

The Imax Theater, 18,000 SF, with seating for approximately 300 people, is designed to provide a high fidelity audiovisual film experience, similar to that of live theater. The Imax screen is exceptionally high as well as wide, and the seating is deeply raked, bringing the last rows of seats closer to the screen than in ordinary movie theaters. IMAX Theaters are very popular all over the world. The IMAX Theater at Grand Canyon National Park is a example of the success of this form of entertainment and attraction for the Park traveler.



Grizzly Center Concept

APPENDIX C
MONTANA HOUSE BILL 550

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HOUSE BILL NO. 550

INTRODUCED BY VINCENT, HARP, YELLOWTAIL,
HALLIGAN, PETERSON, PATTERSON, BISHOP,
NOBLE, WILLIAMS

A BILL FOR AN ACT ENTITLED: "AN ACT REQUIRING THE
DEPARTMENT OF COMMERCE ~~AND--THE-SCHOOL-OF-ARCHITECTURE-AT~~
~~MONTANA--STATE--UNIVERSITY~~, ACTING AS LEAD AGENCY IN
CONJUNCTION WITH OTHERS, TO PRESENT TO THE 52ND LEGISLATURE
A PLAN FOR ~~WORLD-CLASS~~ TOURIST WELCOMING AND INFORMATION
CENTERS IN MONTANA; AND PROVIDING AN IMMEDIATE EFFECTIVE
DATE."

WHEREAS, travel and tourism are among Montana's leading
industries and are steadily and rapidly increasing in
importance in the Montana economy; and

WHEREAS, the competition among states and provinces to
attract travelers and vacationers to scenic, recreational,
and historic locations adds new dimensions to the efforts of
each state and province to increase its share of the profits
derived from this industry; and

WHEREAS, travel and tourism detract nothing from the
attributes of Montana and the impact on the environment is
negligible or subject to amelioration; and

WHEREAS, the Legislature intended that the proceeds of

the lodging facility use tax enacted in 1987 be dedicated to
the promotion of Montana's travel and tourism industries;
and

WHEREAS, the Department of Commerce is charged with the
responsibility of administering the uses of the proceeds of
the lodging facility use tax; and

WHEREAS, the Legislature finds that informing visitors
to Montana of the many points of scenic interest, historical
sites, and recreational opportunities awaiting them under
the Big Sky promises benefits not only for the travel and
tourism industry but also for all Montanans.

BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF MONTANA:

NEW SECTION. Section 1. Department of commerce ~~IN~~
~~CONJUNCTION WITH THE SCHOOL OF ARCHITECTURE AT MONTANA STATE~~
~~UNIVERSITY~~ to present plan for welcoming and information
centers. (1) The department of commerce ~~IN-CONJUNCTION WITH~~
~~THE SCHOOL OF ARCHITECTURE AT MONTANA STATE UNIVERSITY~~ shall
develop and present to the 52nd legislature on or before the
second legislative day a plan for a system of world-class
UP-TO-DATE, TECHNOLOGICALLY COMPLETE, AND ARCHITECTURALLY
APPROPRIATE visitor welcoming and information centers to be
located in Montana. THE DEPARTMENT SHALL ACT AS THE LEAD
AGENCY IN PREPARING THE PLAN, IN COOPERATION WITH THE
UNIVERSITY SYSTEM TRAVEL RESEARCH PROGRAM, THE DEPARTMENT OF



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1 HIGHWAYS, THE DEPARTMENT OF FISH, WILDLIFE, AND PARKS, THE
2 MONTANA STATE UNIVERSITY SCHOOL OF ARCHITECTURE, AND OTHER
3 APPROPRIATE AGENCIES.

4 (2) The plan for welcoming and information centers
5 must include:

6 (a) designation of the most beneficial and
7 cost-effective sites;

8 (b) a determination of the land needed for the centers
9 and the estimated cost of acquiring the land;

10 (c) architectural and artistic designs for the centers
11 that are consistent with the state of the art and that
12 provide for all services necessary to achieve the purposes
13 of [this act];

14 (d) qualifications for personnel to staff the centers;

15 (e) suggestions for periods during each year when full
16 or partial staffing and operation of the centers is needed;
17 and

18 (f) a formal, documented proposal for funding the
19 design, construction, maintenance, and operation of the
20 centers.

21 NEW SECTION. SECTION 2. FUNDING. (1) FUNDING TO
22 IMPLEMENT (THIS ACT) MUST BE PROVIDED FROM EXISTING
23 APPROPRIATIONS AS FOLLOWS:

24 (A) TWO-THIRDS BY THE UNIVERSITY SYSTEM FROM THE
25 SPECIAL REVENUE FUND IN 14-65-121(1)(B); AND

1 (B) ONE-THIRD BY THE DEPARTMENT OF HIGHWAYS FROM THE
2 SPECIAL REVENUE FUND.

3 (2) TOTAL PLANNING COSTS MAY NOT EXCEED \$49,000.

4 NEW SECTION. Section 3. Effective date. (This act) is
5 effective on passage and approval.

-End-

APPENDIX D
INTERVIEW QUESTIONS

INTERVIEW QUESTION RESPONDENT FORM

Agency/Organization: _____

Respondent: _____ Date: _____

1. What do you know about the proposed Montana Yellowstone Information Center plans? How have you been involved in the plans?
2. Describe your agency/organization's objectives for involvement in the information center.
3. Describe the roles of the other potential players in terms of visitor services, and center operations.
4. Describe the type of facility you need to carry out your role in visitor services and interpretation.
5. Do you see your agency as a leader in interpretation in this facility? If so, how? Who do you see as a leader in interpretation. Explain.
6. What would you add to this facility that you see as any interpretive need(s) of the other players?
7. Do you see one organization taking the lead role in administration of the facility? How should the operation/maintenance costs be divided among the potential partners? construction funding?
8. Are you aware of the state's participation objectives as outlined in House Bill 550?
9. The city of West Yellowstone wants to house the clerk/town records, J.P./City Judge in this facility. How do you see these parties fitting into the center? Where do you see them fitting into the center?
10. What roles/regulations must your organization follow in this type of a partnership that the other partners may not be aware of?
11. Is there anything else you would like to add? Do you have any questions for me?

APPENDIX E
MAIL QUESTIONNAIRE

Briefly answer the following questions about your State's "Welcome Center" operational procedures. This questionnaire intends to collect general operating procedure information only. The answers will be used to help the State of Montana develop efficient and cost-efficient multipartnership "Welcome Center" operation plans. Please return to me by April 20, 1990. Thank You.

1. How many "Welcome Centers" are located in your State?

Number operated all year _____
 Number operated seasonal _____ which seasons _____

2. Which State Department(s) finance the "Welcome Centers"?

3. What is the yearly budget allocated to operate all of your State's "Welcome Centers"? AND which State department controls this money?

4. Are there any partnership agreements with local, state, federal, or private organizations to operate the "Welcome Centers"? If so, who is involved and for how many of the centers?

5. What is the role of your state in the operation of the "Welcome Centers"? (staff, maintenance, construction, etc.)

6. What is the role of the other partners in the operation of the "Welcome Centers"? (staff, maintenance, construction, etc.)

7. What is the extent of visitor Services offered at your state's "Welcome Centers"? (reservation system, maps, displays, weather service, etc.)

8. To what extent does your State offer regional or state exhibits/displays in their "Welcome Centers"?

9. Do you have any plans for the expansion or improvement of your state's "Welcome Centers"? If so, what are they?

10. Please add anything you think would be helpful to Montana State in developing their "Welcome Center" operational plans.

APPENDIX F
COLLECTIVE RESPONSES OF THE INTERVIEWS

WEST YELLOWSTONE

(input from M. Wanner, B. Bumbaca, B. Howell, C. Dunbar, M. Costello, L. Robinson)

1. Objectives for Involvement:

- To provide quality environment for the staff
- To provide adequate space to serve the visitors
- To provide a meeting space for the community groups
- To interpret the GYA

2. Partner Roles:

West Yellowstone Chamber of Commerce:

- office manager, operation and maintenance
- displays for the chamber
- staff for reservation system and visitor desk

West Yellowstone City:

- provide building, have chamber operate/office manager and collect leasee fees from other partners
- facility maintenance

State of Montana:

- total construction funding
- lease space
- provide operation money
- no staff
- no lease money; contribute a lump sum up front for what will meet their objectives

Yellowstone National Park:

- staff
- lease/rent space
- provide interpretive displays/programs

Gallatin National Forest:

- staff
- lease/rent space
- provide interpretive displays/programs

3. Construction Funding Ideas:

- State construct building
- All partners contribute a % to construction for the areas they will use/need in the facility
- one partner fund all construction
- City or Chamber should get the funds to build the facility because they have access to more grants and loans

4. Architectural Design Ideas:

- Chamber office space (1 director, 1 manager, 1 reservations system)
- One office for federal agencies
- exhibit/display area for chamber and federal agencies
- storage area
- multi-use auditorium for community meeting room and interpretive programs
- large visitor information desk
- large lobby
- public restrooms accessible from outside and inside

5. Needs of Other Partners:

- large display area for YNP and GNF

6. Comments on City Offices in Facility:

- Facility to serve as a community center also
- Keep the visitor services portion and community center portion separate with a separate entrance

7. Other Concerns:

- Need to present a concrete proposal to the GYCC for their commitment
- State should decide on a design that is consistent in some way for all six visitor information centers

STATE OF MONTANA

(input from S. Martin)

1. State's Objectives for Involvement:

- To make information available to residents and non residents of the Yellowstone region and State of Montana on the recreation/vacation/tourist opportunities that are available in Montana
- To interpret the historic/cultural/regional highlights of the Yellowstone area

2. Partner Roles:

West Yellowstone:

- staff the visitor information desk

State of Montana:

- provide exhibits/displays on Montana
- coordinate the administrative needs of facility
- staff the visitor information desk

Yellowstone National Park:

- staff the visitor information desk
- provide interpretive displays on the GYA and YNP

Gallatin National Forest:

- staff the visitor information desk
- provide interpretive displays on the GYA and GNF in cooperation with YNP

3. Construction Funding Ideas:

- operation/maintenance costs shared equally incorporation to what the partners are using

4. Architectural Design Ideas:

- combination rest area including public restrooms, picnic tables
- exhibit/display area
- 3000 sq. ft. building
- storage space
- office space for the city and chamber
- work room space

5. Needs of Other Partners:

- auditorium/exhibit space for federal agencies and chamber
- office space

6. Comments on City Offices in Facility:

- Keep offices in a separate place than the visitor services section include a separate entrance for city employees/business

7. Other Concerns:

- None

GALLATIN NATIONAL FOREST

(input from M. Williams, R. Meyer, C. Coffin)

1. Objectives for Involvement:

- To have a formal presence with the public for the interpretation of the NF system and the recreation opportunities available on the Gallatin NF and surrounding forests
- To provide information for a better and safer visitor recreation experience
- To provide an area of interpretation for the Greater Yellowstone Area

2. Partner Roles

West Yellowstone (Chamber of Commerce):

- Staff; provide visitor information on the town and the Gallatin National Forest and Yellowstone NP (easier for them than for the agencies to have info on the town)
- lead administrative role (office/facility manager) in the operation/maintenance

State of Montana:

- lease/rental space from owner
- share exhibits with other partners
- cost/share chamber staff at info. desk

Yellowstone National Park:

- lease/rental space from owner
- share exhibits with other partners
- leadership role in interpretation with help from GNF
- share staffing with GNF and State (provide additional staff in the busy months)

Gallatin National Forest:

- lease/rental space from owner; money from the regions 1,2,4 since visitor services will cover more than just GNF
- share exhibits with other partners
- help YNP with interpretation
- share staffing with YNP and State, maybe chamber

3. Construction Funding Ideas:

- State, Chamber, and City money with a commitment from the federal agencies for lease/rental agreements to cover the facility operation and maintenance costs

- (Since the city will be full-time occupants, it only makes sense that they contribute a greater amount to the construction funds)
(The federal agencies will not construct a building on private land)
- Do not prorate the construction funding

4. Architectural Design Ideas:

- common interpretative display area for all partners; self-guiding display area; rotating exhibits
- public restrooms accessible from the inside and outside
- large visitor information desk (staff to include 2 people, 1 to represent State and Chamber interests and 1 to represent the federal agency interests)
- large spacious lobby
- multi-functional auditorium for interpretive programs and a large meeting place for community groups
- separate reservation office
- chamber of commerce offices
- shared federal agency office

5. Needs of Other Partners:

- outdoor auditorium/amphitheater for night programs
- State may need room for fisheries and wildlife displays

6. Comments on City Offices in Facility:

- The facility will also serve as a community center
- Keep the city business totally separate from the visitor center section in terms of separate entrances and parking

7. Other Concerns:

- Need to have the Gallatin National Forest input on the architectural design before agreements are signed
- This project is easy to cut out of the budget when the money is tight

YELLOWSTONE NATIONAL PARK

(input from G. Robinson, J. Halladay, J. Evans)

1. Agencies Objectives for Involvement:

- To provide permanent yearround visitor services for visitors and seasonal and permanent folks in the community
- To provide a staging area for visitors before they enter Yellowstone National Park
- To interpret the Greater Yellowstone Area

2. Partner Roles

West Yellowstone (Chamber of Commerce):

- operate/manage the facility
- City of West Yellowstone lease space from Chamber

State of Montana:

- provide operating money
- provide staff
- provide construction money

Yellowstone National Park:

- ideally a Park Service Facility (since the majority of visitors come to visit the park) with all operation, construction, maintenance from YNP but not seen as possible since the park's priority is to maintain/construct facilities inside the park's boundaries first
- provide seasonal staff
- provide displays/interpretation leader

Gallatin National Forest:

- provide the same staff, display support as YNP

3. Construction Funding Ideas:

- State of Montana, Chamber of Commerce, and City provide the money for construction since they are full-time residents in the facility
- One partner provides all money for construction then the other partners lease space annually
- State of Montana, Chamber of Commerce, and City provide the construction money then YNP provide displays/interpretation and staff but no lease/rental money

5. Architectural Design Ideas:

- publication sales area
- large visitor information desk (staffing to include 2 people, one to represent the federal agency interests, one to represent the State and Chamber interests)
- large lobby
- large exhibit/interpretation room with rotating displays on the GYA/State info
- public restrooms accessible from inside and outside
- auditorium to serve interpretive programs and a meeting room for community organizations
- research library
- audio-visual room for slide/movie/prop storage and interpretive program preparation
- employee lounge and meeting room with a kitchen
- employee restrooms

5. Needs of Other Partners:

- Separate Chamber Desk for reservations
- Storage for brochures

6. Comments on City Offices in Facility:

- Do not dilute the function of the facility
- Keep the city offices/business totally separate from the visitor services portion which would include separate parking and entrance

7. Other Concerns:

- Federal Agencies have a difficult time committing to long-term plans/commitments
- The present architectural plans are not adequate to meet the needs of YNP or the other partners
- Need to get representatives from all parties together in a formal setting to discuss alternatives for involvement and the preferred alternative of the partners

APPENDIX G
SUMMARY OF STATE VISITOR INFORMATION CENTER
OPERATIONAL PLANS

Arkansas

Total State Maintained Visitor Centers: 12 yearround

Annual Budget: \$750,000 (Dept. of Parks and Recreation)

State Departments and Roles:

Department of Parks and Recreation: provide staff and pay operating expenses

Highway and Transportation Department: provide maintenance and construct the facility

Other Partners and Roles: None

Extent of Visitor Services: provide statewide maps and brochures, rest stop conveniences, no exhibits

Future Plans: None

Georgia

Total State Maintained Visitor Centers: 11 yearround

32 local

Annual Budget: \$2.7 million

State Departments and Roles:

Georgia Department of Industry, Trade, and Tourism: provides \$5,000-10,000 to local visitorcenters annually for improvements, displays, and operating expenses under certain restrictions; provides staffing, operatingexpenses, maintenance, construction costs to state maintained visitor centers

Other Partners and Roles:

Local Chamber of Commerces or Convention and Visitor Bureaus: provide matching funds to the state to get the state funds

Extent of Visitor Services: reservation service, brochures and maps, each visitor center has displays on the entire state plus one on the immediate region

Future Plans: Rebuild and expand 3 current visitor centers within the next 5 years

Louisiana

Total State Maintained Visitor Centers: 10 yearround

Annual Budget: \$893,000 (LA Office of Tourism)

State Departments and Roles:

Louisiana Office of Tourism: pay operating expenses,
staff, building maintenance

Louisiana Department of Transportation: provide
building construction, maintenance

Other Partners and Roles: None

Extent of Visitor Services: reservation system, brochures
and maps, large state map display at all centers

Future Plans: marketing plans, include a weather service,
add a computerized data base

Michigan

Total State Maintained Visitor Centers: 13 yearround

Annual Budget: \$2.6 million

State Departments and Roles:

Michigan Department of Transportation (Travel
Information Division): maintain all operation and
administration needs

Other Partners and Roles: None

Extent of Visitor Services: provide maps and brochures,
reservation system, video information system, vending
machines, weather service, road conditions, rest stop
conviences, local information, Michigan product
promotions and give aways

Future Plans: add postal services, expand one current center
to include a museum

Nebraska

Total State Maintained Visitor Centers: 24 seasonal
(16 May-September, 8 April-October)

Annual Budget: \$130,000 (Department of Economic Develop.)

State Departments and Roles:

Department of Economic Development: staff
Department of Roads: utilities and maintenance

Other Partners and Roles: None

Extent of Visitor Services: brochures and maps, regional
display boards

Future Plans: add visitor center desks (presently just a
window between the two restrooms in the facility)

Nevada

Total State Maintained Visitor Centers: 4 yearround

Annual Budget: local entity provides funding

State Departments and Roles:

Nevada Department of Transportation: provides
construction of facility, maintains the exterior,
paved areas, and sidewalks, pays the utilities

Other Partners and Roles:

City of Wendover (1) and Las Vegas Convention and
Visitor Authority (3): provide staf, maintain
interior, liability insurance; 5 yr contracts with
state

Extent of Visitor Services: rest stop conviences,
brochures and maps, and displays (40% public
organizations, 60% private)

Future Plans: update one center in future

New Jersey

Total State Maintained Visitor Centers: 14 yearround

Annual Budget: \$100,000 (Divison of Travel and Tourism)

State Departments and Roles:

Department of Commerce and Economic Development:
provide staff (training, scheduling, hiring)

Division of Travel and Tourism: interior maintenance,
brochures and map expenses

Department of Transportation (5): Department of
Treasury (1):

Department of Environmental Protection, Parks &
Forestry (3):

New Jersey State Police (1):

NY/NJ Port Authority (1):

** last 5 above mentioned state departments areresponsible for construction,
some interior and allexterior maintenance

Other Partners and Roles:

Private Enterprise (3): responsible for construction,
some interior and all exterior maintenance

Extent of Visitor Services: maps and brochures,
regional displays, video travel data center

Future Plans: update when needed; adding a pilot
video data program

New York

Total State Maintained Visitor Centers: 1 yearround

Annual Budget: \$175,000 (Dept. of Economic Develop.)

State Departments and Roles:

Department of Economic Deveopment: pay operating
expenses

Department of Transportation: construction, minimal
maintenance costs

Other Partners and Roles:

Regional tourism promotion organization: staffing,
operating costs, local displays,

Extent of Visitor Services: state, county, regional
brochures (free), private organizations pay fee to
display brochures and literature, regional
displays

Future Plans: Department of Economic Development establish
6 new gateway visitor centers with cooperation of
the Department of Transportation

Oklahoma

Total State Maintained Visitor Centers: 10 yearround

Annual Budget: \$900,000 (Dept of Tourism)

State Departments and Roles:

Department of Tourism (3): operation and maintenance

Department of Transportation (4):

OK Turnpike Authority (3):

Other Partners and Roles:

City of Enid, OK: paid \$10,000 annually from Tourism
Dept. for operation, City provides volunteer staff

Extent of Visitor Services: reservation system, brochures
and maps, regional displays where room

Future Plans: add cultural/historic interpretive displays
gift shops, interactive videos; new information centers
require 3250 sq. ft. for service, reception/lobby,
display, lounge, restrooms, office, breakroom, storage.

South Carolina

Total State Maintained Visitor Centers: 10 yearround

Annual Budget: \$3 million (both Departments)

State Departments and Roles:

Department of Tourism: interior maintenance and
furnishings, staff, literature

Department of Transportation: construction, utilities,
exterior maintenance

Other Partners and Roles: None

Extent of Visitor Services: reservation service,
maps/brochures, special event promotions, no
displays

Future Plans: expand restrooms, improve landscaping,
renovate interior designs, incorporate more
involvement by industry and agriculture

South Dakota

Total State Maintained Visitor Centers: 12 seasonal
(May-October)

Annual Budget: \$150,000 (Dept. Trans. & Tourism)

State Departments and Roles:

Department of Transportation and Tourism: staff (hire, salaries, uniforms)

Department of Transportation: facility maintenance and grounds maintenance)

Other Partners and Roles: None

Extent of Visitor Services: brochures and maps

Future Plans: update 2 centers

Tennessee

Total State Maintained Visitor Centers: 10 yearround

Annual Budget: \$2.8 million (Dept of Tourism)

State Departments and Roles:

Department of Tourism: all operations, maintenance, and staff

Department of Transportation: construction

Other Partners and Roles: None

Extent of Visitor Services: 12 staff, reservation system, brochures/maps

Future Plans: None

Texas

Total State Maintained Visitor Centers: 12 yearround

Annual Budget: \$2 million

State Departments and Roles:

Department of Highways (Travel and Information

Division): provide staff and operations

Other Partners and Roles: None

Extent of Visitor Services: reservation system, brochures
and maps, no displays

Future Plans: add interpretive displays

Virginia

Total State Maintained Visitor Centers: 12 yearround
28 local

Annual Budget: \$1.3 million (Dept. Economic Development)

State Departments and Roles:

Department of Economic Development (Division of Tourism): staff, interior, utilities, maintenance, some construction

Department of Transportation: exterior, some construction, maintenance

Other Partners and Roles: Local visitor centers totally separate financing from state centers but must meet state standards

Extent of Visitor Services: reservation system, brochures and maps, no exhibits

Future Plans: add parking space and expand restrooms

Wyoming

Total State Maintained Visitor Centers: 4 yearround
3 seasonal (summer)

Annual Budget: \$247,000 (Travel Commission)

State Departments and Roles:

Wyoming Travel Commission (3): staff, operation costs, contract out maintenance

Wyoming Highway Department (4): all maintenance

Other Partners and Roles:

Chamber of Commercences (3): staff

Private Organizations (3): staff

Extent of Visitor Services: two reservation systems, brochures/maps, small exhibits

Future Plans: cooperative agreements with the USDA FS, WY Fish and Game for displays

APPENDIX H
PARTNERSHIP ALTERNATIVES BASED ON THE INTERVIEWS

Alternative 1

Partners: state, city, chamber, GNF, YNP

Construction: state

Operating Option A: 1 state provides state exhibit, pays V.I.C. utilities

2 city adjusted lease, provide maintenance, pays own utilities

1 chamber no lease, provide staff and office management

1 GNF no lease, provide staff and regional exhibit

1 YNP no lease, provide staff and regional exhibit

Option B: 1 state provides state exhibit,

2 city adjusted lease, provides maintenance and pays own utilities

2 chamber adjusted lease, provide staff and office management

2 GNF adjusted lease, provide staff and regional exhibit

2 YNP adjusted lease, provide staff and regional exhibit

Alternative 2

Partners: state, chamber, GNF, YNP

Construction: state

Operating Option A: 1 state provide state exhibit, provide V.I.C. utilities, contract to city for maintenance

1 chamber no lease, staff and office management

1 GNF no lease, provide staff and regional exhibit

1 YNP no lease, provide staff and regional exhibit

Option B: 1 state provide state exhibit, pay V.I.C. utilities, contract to city for maintenance

2 chamber adjusted lease, staff and office management

2 GNF adjusted lease, staff and regional exhibit

2 YNP adjusted lease, staff and regional exhibit

Alternative 3

Partners: state, city, chamber, GNF, YNP

Construction: city

Operating Option A: 2 state, provide state exhibit, pay chamber lease since chamber providing state w/staff and office management, pay V.I.C. utilities
 1 city provide maintenance, and pay own utilities
 1 chamber lease paid by state, provide staff and office management
 1 GNF no lease, provide staff and regional exhibit
 1 YNP no lease, provide staff and regional exhibit

Option B: 2 state pay chamber lease and V.I.C. utilities, provide state exhibit
 1 city provide maintenance and pay own utilities
 1 chamber lease paid by state, provide staff and office management
 2 GNF adjusted lease, provide staff and regional exhibit
 2 YNP adjusted lease, provide staff and regional exhibit

Alternative 4

Partners: state, city, chamber, GNF YNP

Construction: chamber

Operating Option A: 1 state, pay V.I.C. utilities, provide state exhibit
 2 city adjusted lease, pay own utilities, provide maintenance
 1 chamber no lease, provide staff and office management
 1 GNF no lease, provide staff and regional exhibit
 1 YNP no lease, provide staff and regional exhibit

Option B: 2 state, adjusted lease, provide state exhibit, pay V.I.C. utilities
 2 city, adjusted lease, pay own utilities, provide maintenance
 1 chamber, provide staff and office management
 2 GNF, adjusted lease, provide staff and regional exhibit
 2 YNP, adjusted lease, provide staff and regional exhibit

Alternative 5

Partners: state, city, chamber, GNF, YNP

Construction: YNP

Operating Option A: 1 state, no lease, provide state exhibit
 2 chamber, adjusted lease, provide staff for state and chamber
 1 GNF no lease, staff and some regional exhibits
 1 YNP pay all utilities, provide maintenance, staff, some regional exhibits

Alternative 6

Partners: state, city, chamber, GNF, YNP

Construction: state and city

Operating Option A: 1 state, pay V.I.C. utilities, provide state exhibit

1 city, pay own utilities, provide maintenance

1 chamber no lease, provide staff and office management

1 GNF no lease, provide staff and regional exhibits

1 YNP no lease, provide staff and regional exhibits

Option B: 1 state, pay V.I.C. utilities, provide state exhibit

1 city, pay own utilities, provide maintenance

2 chamber, adjusted lease, provide staff and office management

2 GNF, adjusted lease, provide staff and regional exhibit

2 YNP, adjusted lease, provide staff and regional exhibit

Alternative 7

Partners: state, city, chamber, GNF, YNP

Construction: state and chamber

Operating Option A: 1 state, pay V.I.C. utilities, provide state display

1 city, no lease, provide maintenance, pay own utilities

1 chamber provide staff and office management

1 GNF, no lease, provide staff and regional exhibits

1 YNP, no lease, provide staff and regional exhibits

Option B: 1 state, pay V.I.C. utilities, provide state display

2 city, adjusted lease, pay own utilities, provide maintenance

1 chamber, provide staff and office management

2 GNF, adjusted lease, provide staff and regional exhibit

2 YNP, adjusted lease, provide staff and regional exhibit

Alternative 8

Partners: state, chamber, GNF, YNP

Construction: state and chamber

Operating Option A: 1 state, pay V.I.C. utilities, provide state display

1 chamber, provide staff and office management, contract maintenance with city

1 GNF, no lease, provide staff and regional exhibit

1 YNP, no lease, provide staff and regional exhibit

Option B: 1 state, pay V.I.C. utilities, provide state display

1 chamber, provide staff and office management, contract maintenance with city

2 GNF, adjusted lease, provide staff and regional exhibit

2 YNP, adjusted lease, provide staff and regional exhibit

Alternative 9

Partners: state, city, chamber, GNF, YNP

Construction: all pro-rated to percent space used

Operating Option A: all pro-rated to percent used

3 state, provide state display

3 city, provide maintenance

3 chamber, provide staff and office management

3 GNF, provide staff and regional exhibit

3 YNP, provide staff and regional exhibit