

# LARCH CORRECTIONS CENTER TASK FORCE REPORT

Prepared for the Office of Financial Management  
Section 905, Chapter 376, Laws of 2025



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### Larch Corrections Center Task Force

We are grateful to the Larch Corrections Center Task Force members who spent considerable time on the study of future uses for the Larch Corrections Center (LCC). Their expertise and insights were invaluable in the production of this final report.

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*\*Sen. Wilson left office in January 2025 and was replaced on the Task Force by Sen. Harris.*

Pictured on the cover photo are Aaron Young, Todd Welker, Chris Idso, Jennifer Masterson, Sue Marshall, Kelly Lerner, Shawn Piliponis, and Todd Barsness. Taken during the initial site visit on September 16, 2024.

## 1.0 Executive Summary

Following the closure of the Larch Corrections Center (LCC) in September 2023, the Washington State Legislature directed the Office of Financial Management to convene the LCC Task Force to assess future options for the site. The Task Force was charged with evaluating reuse strategies that could deliver lasting community benefit while ensuring responsible fiscal and environmental stewardship of public assets. Halcyon Northwest was engaged to facilitate this process and provide technical analysis, feasibility assessment, and engagement with interested parties.

Over the course of one year, the Task Force undertook a structured, evidence-based process that included facility tours, interviews, feasibility reviews, and economic modeling. This collaborative process generated over 20 distinct reuse concepts, organized into five major categories of community need: environmental stewardship, recreation and hospitality, social services and housing, care and public health, and education and workforce development. Early ideas ranged from a Sheriff's Office training center and fire training facility to outdoor retreat centers, forest maintenance programs, affordable housing, mental health services, and vocational education hubs. These diverse proposals reflected both traditional and creative solutions, such as a native plant and harvest center or a higher education sanctuary focused on environmental health, and underscored the Task Force's commitment to exploring wide-ranging, community-informed possibilities for the LCC site.

### Key Findings

#### Facility Viability

Assessments identified significant deferred maintenance challenges. Key systems and attributes, including wastewater treatment, fire alarms, roofing, ADA accessibility, and environmental concerns, require targeted capital investment to bring the site to safe operational standards. The Department of Corrections (DOC) has committed to mold abatement work and is working toward an environmental solution regarding the Wastewater Treatment Facility and pond.

#### Community Needs

Clark County and the surrounding region face persistent challenges in youth development, mental health service access, and rural job training, as documented through interviews and community input. While wildfire resilience was initially raised as a concern — particularly considering the loss of fire crews composed of incarcerated individuals — the Department of Natural Resources (DNR) clarified that recent strategic coverage adjustments have addressed operational needs in the area. DNR informed the Task Force of the effective coverage and risk mitigation as part of the discovery. Rather than pursuing direct wildfire response, the Task Force shifted its focus toward forest management and stewardship, identifying opportunities to support long-term ecological resilience and expand vocational pathways in forestry and natural resource maintenance. These themes reflect broader statewide priorities around rural workforce development, environmental sustainability, and public health.

#### Feasibility of Single-Use Concepts

While individual concepts held merit, many agencies and interested parties indicated that the site's size, cost of maintenance, and remote location made single-use models difficult to sustain. Several organizations and state agencies expressed limited capacity to operate or fund a full-scale repurposing independently. Without shared investment or a broader use case, standalone concepts lacked operational feasibility.



## Transition Toward a Shared-Use Model

Through iterative review and prioritization, the Task Force identified that a co-located, multi-program model—called the “Multipurpose Facility”—offered the most viable pathway forward. This model allows opportunities to:

- Maximize community impact across workforce, youth, public safety, and environmental priorities
- Distribute operational costs across shared users and programs
- Enhance long-term viability and funding opportunities through diversified partnerships
- Preserve and adapt existing public infrastructure to avoid unnecessary demolition costs

## Economic and Cost Considerations

A companion economic analysis developed by Halcyon Northwest established a planning-level investment range of \$19.27 million to \$39.67 million for core upgrades, with higher-end program-specific scenarios reaching \$39.67 million.

Annual operational costs are projected at \$6.2 million to \$8.05 million, reflecting staffing, utilities, and maintenance for shared program use. Estimated annual revenue from grants, leases, and program fees ranges from \$2.19 million to \$4.04 million, enabling partial cost recovery through layered public funding and partner contributions. If the site is not reused, baseline decommissioning and site restoration costs are estimated at \$11 million to \$15 million, providing no long-term community value.

The analysis also found that the multipurpose facility could support 540–578 full-time equivalent (FTE) short-term jobs during capital work and 71–72 sustained FTE roles through ongoing operations. These estimates reflect total employment impacts—including direct, indirect, and induced jobs—and are calculated in FTEs, meaning that two part-time positions would equate to one FTE.

Although a full financial cost-benefit model was not conducted, social impact benchmarks from the Washington State Institute for Public Policy (WSIPP) provide a compelling reference point. According to WSIPP’s 2023 *Benefit-Cost Results*, youth-centered programs that include behavioral health, education, or job readiness can generate up to \$6 in long-term public value for every \$1 invested. Given the types of programming envisioned for Larch, this figure helps illustrate the significant social return potential of a multipurpose facility, particularly for youth, workforce development, and community health outcomes in Clark County.

While the reuse strategy is not expected to achieve full cost recovery through earned revenue, similar models elsewhere have demonstrated long-term sustainability through shared governance, phased reuse, mission-aligned grant funding, and clear community benefit. A detailed business case analysis will be necessary in the next planning phase to validate program costs, identify appropriated funding needs, and test operational models for viability. A dedicated project manager may be necessary to coordinate activities among various partnering agencies.

## Task Force Recommendations

Following a final survey and consensus-building discussion at a meeting on May 1, 2025, the Task Force recommends that the LCC site be repurposed into a multipurpose facility. This facility should integrate the following five core program areas, which were identified as the highest priorities by Task Force members:

- Wildfire prevention education and forestry/land stewardship
- Youth development and outdoor leadership programming

- Vocational training aligned with regional workforce needs
- Community-based social services and behavioral health
- Public safety and law enforcement training (especially in forested or rural terrain)
- Environmental education and natural resource restoration initiatives

These six themes consistently received the strongest support through formal polling and group deliberations. Additional potential uses—such as outdoor sports camps, plant harvest programs, or specialized health services—may be incorporated as funding and space allow, but the core uses above form the foundation for a sustainable, community-serving facility. Table 1 shows the final prioritized list of uses the Task Force developed for the LCC.

**Table 1 - Task Force Formal Prioritized List of Uses**

Rank	Reuse Concept	Total Score
1	Multipurpose Facility	35
2	Outdoor Education Center	15
3	Sheriff's Office Training Center	14
4	Outdoor Sports Camp	8
5	Fire Training Center	7
6	Plant Harvest Program	6
7 (tie)	Residential Substance Abuse Treatment Center	5
7 (tie)	Behavioral Health Support Services	5
9 (tie)	Outdoor Recreation Hub	3
9 (tie)	Facility for Unhoused Populations	3
11	Return to DOC for Reuse	2
12	Return to DNR for Forest Restoration	1

The Task Force strongly recommends repurposing the LCC site as a multipurpose facility. This approach preserves public investment, addresses urgent regional challenges, and positions the site as a sustainable, community-driven resource for generations to come. It reflects the top-ranked ideas from the Task Force's prioritization process and aligns with the directive outlined in the 2023–25 legislative budget proviso to provide recommendations to convert the LCC property and facilities to alternative use.

The recommended approach provides a path forward that:

- **Preserves prior public investment** by leveraging existing infrastructure.
- **Aligns with local and state needs** across fire resilience, behavioral health, and vocational training.
- **Avoids the significant cost and environmental impact** of site demolition.
- **Creates opportunities** for sustainable multi-agency collaboration.

This report details the discovery process, feasibility analysis, financial modeling, and final recommendations that support this conclusion.

## 2.0 Clark County Landscape Analysis

### Clark County Community Overview

Clark County, located in southwest Washington, lies just north of the Columbia River. It shares borders with Cowlitz County to the north, Skamania County to the east, and Oregon's Multnomah and Columbia counties to the south. Although situated in Washington state, Clark County is part of the Portland metropolitan area.<sup>1</sup>

With a population exceeding 500,000, Clark County is the fifth most populous county in Washington and covers approximately 628.5 square miles, making it the 35th largest county in the state geographically. Vancouver, Washington, is both the county seat and the largest city, serving as the primary urban center along the Interstate 5 corridor, which connects major West Coast cities, including Vancouver, British Columbia (transitioning to British Columbia Highway 99 [BC 99] north of the US-Canada border), Seattle, Portland, Sacramento, and Los Angeles.

The county's landscape is predominantly rural, featuring forests, small lakes, and rivers typical of the western Washington region. Vancouver has a population of 190,915, representing 38% of the county's total population.

The highest population density is found in and around Vancouver, where most areas have fewer than 2,200 residents per square mile. The remaining population is distributed within and around towns such as Battle Ground, Camas, La Center, Orchards, Ridgefield, and Yacolt, contributing to a total county population of 503,311<sup>1</sup> (6.5% of the state's population of 7.7 million).

### Cowlitz Indian Tribe

The Cowlitz Indian Tribe is an integral part of the community, and the future use of the LCC facility will have to consider the Tribe and the surrounding area. This region has long been home to the Tribe, with the Cowlitz people establishing rich cultural traditions across a broad landscape that includes the LCC site.

Today, the Cowlitz Indian Tribe remains actively engaged in cultural ceremonies, educational programs, and economic development efforts. The Tribe is considering new ways to use the LCC facility to support its evolving needs and aspirations.

One of the Tribe's most urgent needs is to provide elder care and affordable housing for its members. The Cowlitz Indian Tribe, with a population of about 5,000 members, currently offers 30 senior housing units. However, members who might qualify for county, state, or federal housing programs often face challenges in accessing these resources. Barriers include limited internet access, a lack of resources to complete necessary paperwork, and a lack of awareness about qualification requirements. Additionally, Tribal members with criminal records are ineligible for certain housing assistance programs.

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<sup>1</sup> US Census. Clark County WA. [https://data.census.gov/profile/Clark\\_County\\_Washington?g=050XX00US53011](https://data.census.gov/profile/Clark_County_Washington?g=050XX00US53011)

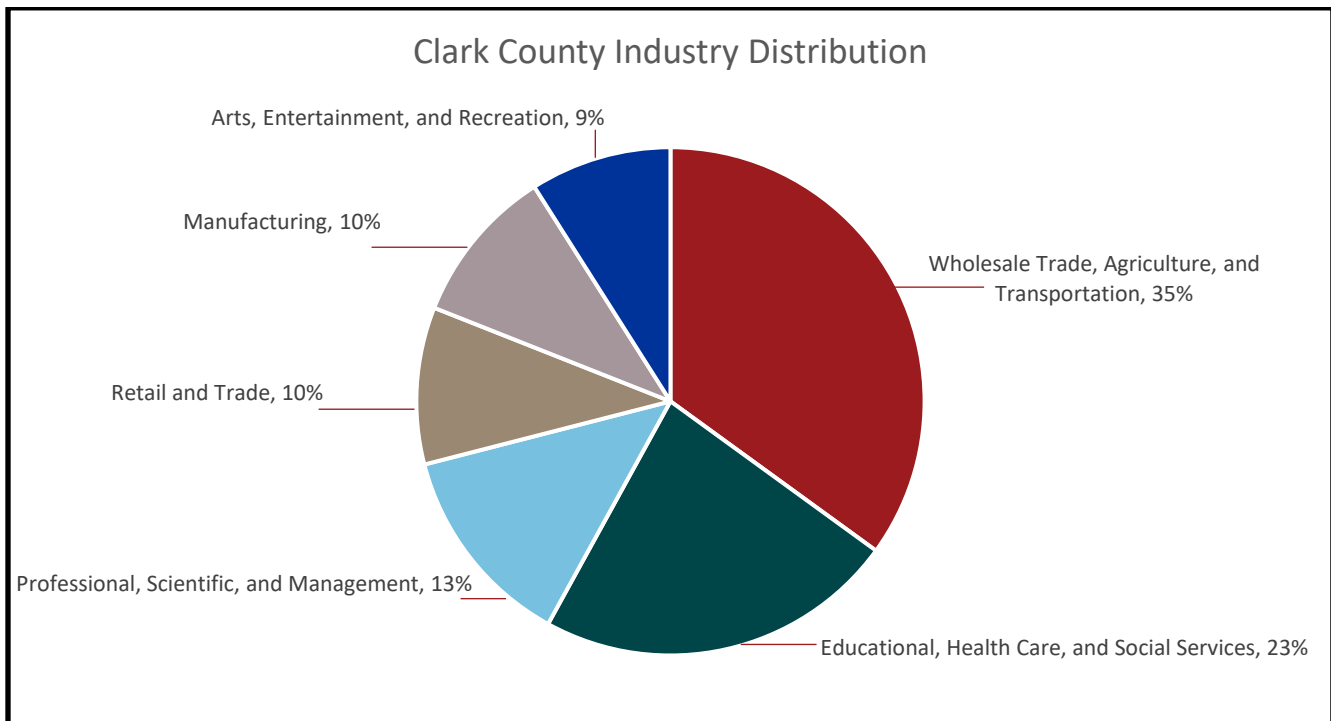


## Economy

### Industry

Economically, Clark County's industry distribution mirrors that of Washington state. Approximately 23% of the workforce is engaged in educational services, health care, and social assistance. Other sectors include professional, scientific, and management services at 13%; retail and trade at 10%; manufacturing at 10%; and arts, entertainment, and recreation at 9%. The remaining 35% of the county's industries encompass wholesale trade, agriculture, transportation, information, finance, and public administration.<sup>1</sup>

Figure 1 - Clark County Industry Distribution



### Median Income and Poverty Rate

In terms of economic indicators, Clark County has a median household income of \$97,678. When looking at specific areas, the city of Vancouver, (24.0 miles from the LCC) and the census-designated place (CDP) Orchards, WA (14.3 miles from the LCC), both have median incomes of around \$80,000. The median income of nearest city to the facility, Ridgefield, WA (28.9 miles from the LCC), is approximately \$115,000. These locations were selected based on their proximity to the LCC and to illustrate the range of socioeconomic conditions in nearby communities, which is critical when considering potential service needs or equitable reuse of the facility.

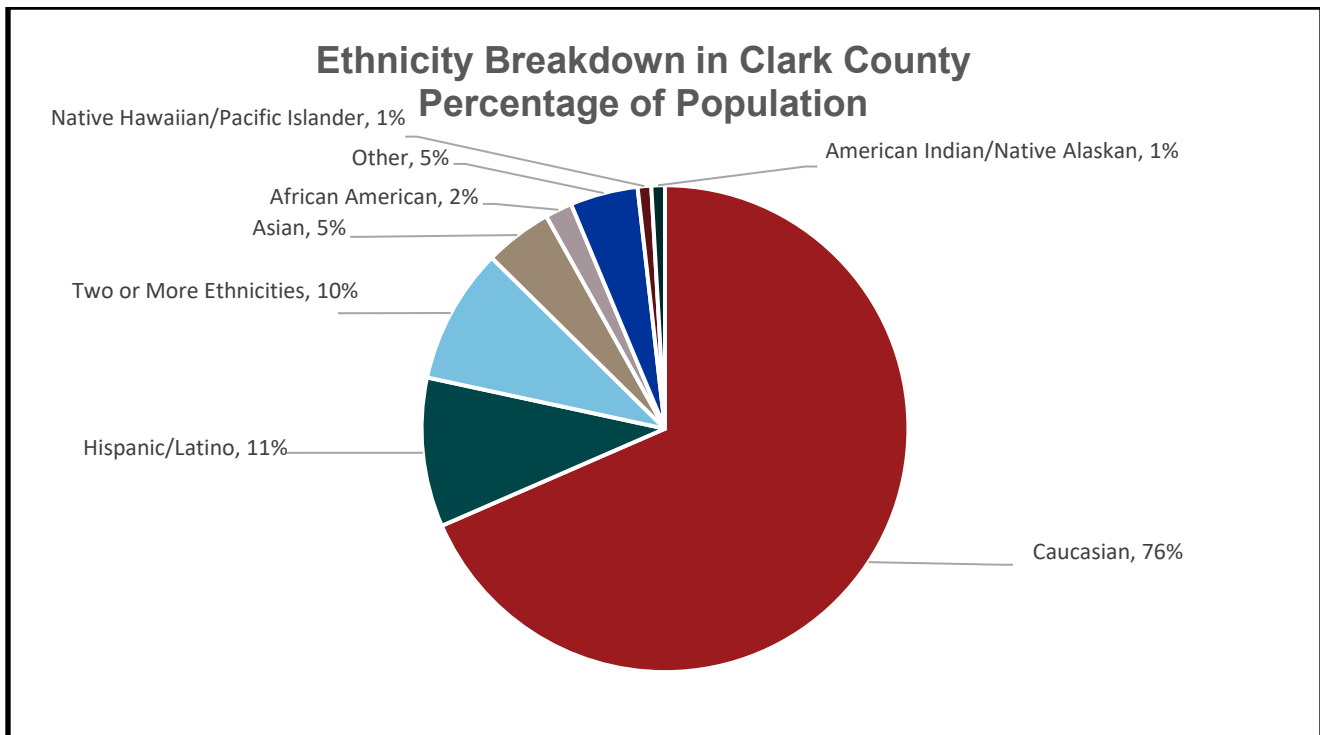
The overall poverty rate in the county is 6.9%, with Orchards, WA, experiencing the highest rate at 10.6%. In comparison, the state median household income is \$93,440 and the state poverty rate is 10.3%.<sup>1</sup> Although lower than the state average of 12%, the child poverty rate is still a pressing issue, with 9% of children in Clark County living in poverty.<sup>1</sup> Income inequality in Clark County is less pronounced than in the state, with a ratio of 3.8 (comparing household income at the 80<sup>th</sup> percentile to income at the 20<sup>th</sup> percentile) versus 4.4 for the entire state.<sup>1</sup>

Smaller communities like Yacolt, while geographically closer to the LCC, were not included due to limited available economic data and their relatively lower population size, which can skew regional comparisons. Instead, areas like Orchards and Vancouver offer a broader view of community-level needs and economic disparity within practical service areas.

## Demographics

In Clark County, the population is predominantly Caucasian, making up 76% of the population with a total of 379,827 individuals. The next largest demographic is those identifying as Hispanic/Latino individuals at 11% (58,798), followed by Two or More Ethnicity at 10% (52,271). Asian residents account for 5% (24,274), while Black/African American individuals represent 2% (11,396). The population also includes 5% classified as Other (25,402), 1% as Native Hawaiian/Pacific Islander (5,306), and 1% as American Indian/Native Alaskan (4,835).<sup>1</sup> Figure 2 shows the ethnicity breakdown.

Figure 2 - Ethnicity Breakdown in Clark County Percentage of Population



## Housing and Infrastructure

In Clark County, the median household income is \$97,678. The annual median gross rent cost is \$20,772. According to the US News Healthy Communities tool, 31% of households are experiencing rent burden (30% or more of income going to housing costs).<sup>2</sup> Between 2014 and 2017, rental costs in Clark County increased by 60% while median household income only increased by 10%.<sup>3</sup> Figure 3 shows Clark County's housing score and Table 2 provides additional detail.

<sup>2</sup> US News Health Communities Tool: Clark County. <https://www.usnews.com/news/healthiest-communities/washington/clark-county>

<sup>3</sup> Community Health Assessment and Improvement Plan. Available at: [Community Health Assessment and Improvement Plan | Clark County](#) (Accessed: 20 October 2024)

Figure 3 - Clark County Overall Housing Score

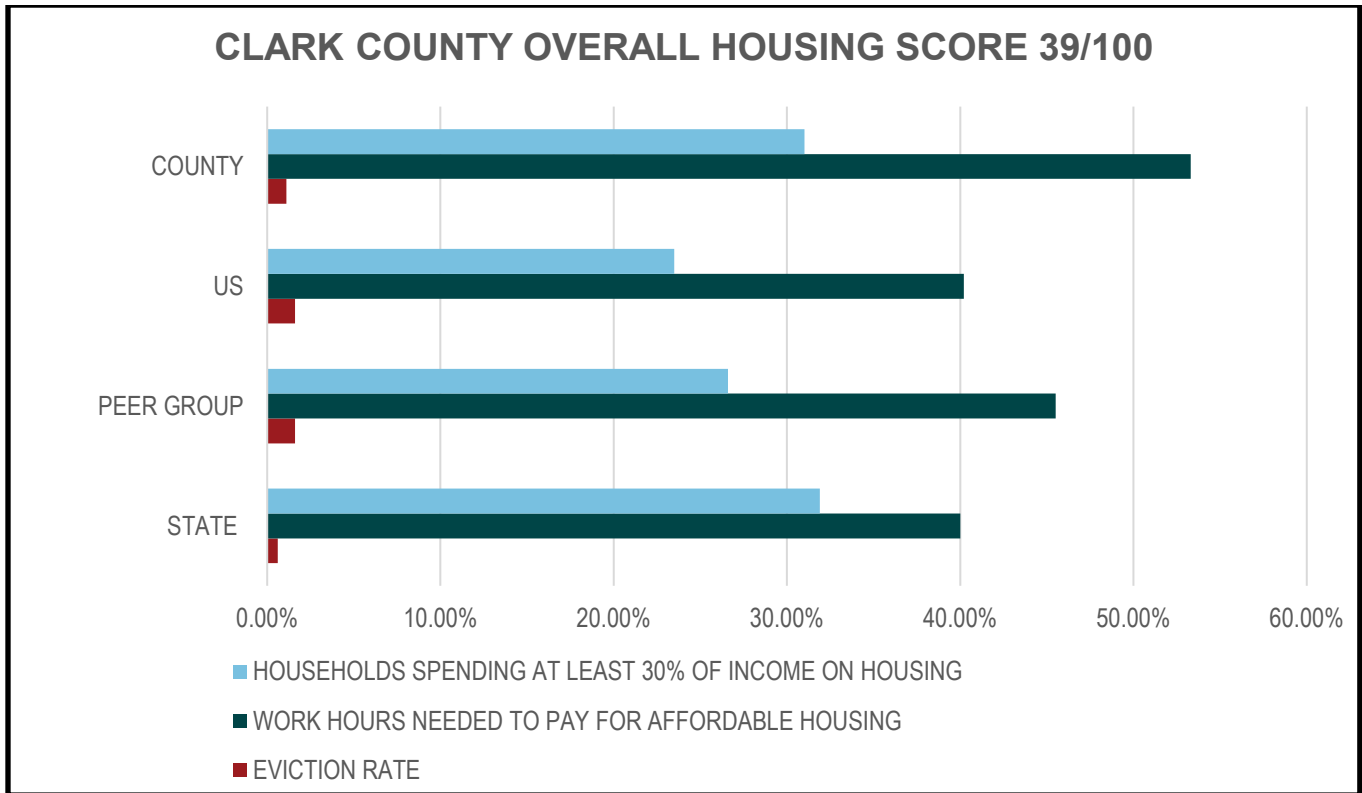


Table 2 - Clark County Overall Housing Scores Explained

Comparison	Households Spending at Least 30% of Income on Housing	Work Hours Needed to Pay for Affordable Housing	Eviction Rate
County	31.00%	53.30%	1.10%
US	23.50%	40.20%	1.60%
Peer Group	26.60%	45.50%	1.60%
County	31.90%	40.00%	0.60%

The Clark County Comprehensive Growth Management Plan (Plan) is a guideline for development in the county. The Plan is in accordance with the Washington State Growth Management Act (GMA), which provides legal stipulations that local comprehensive plans must meet. The GMA's main goals are to encourage urban growth and reduce low-density sprawl on undeveloped land. It encourages housing, multi-modal transportation, economic development, citizen participation, and historic preservation, and protects property rights, open space, and recreation.

Before defining specific policies, the Plan begins by laying out a Community Framework Plan. This plan intends to increase the density of urban centers with housing, business, and services. The framework states: "A primary goal is to provide housing in close proximity to jobs resulting in shorter vehicle trips and allows densities along public transit corridors that support high-capacity transit, either bus or light rail."<sup>4</sup> While providing rural areas with "level-of-service appropriate to their areas," the north section of Clark County, where the LCC is located, would primarily be left as-is.

<sup>4</sup> Clark County Comprehensive Growth Management Plan: <https://clark.wa.gov/community-planning/comprehensive-growth-management-plan>

## Education

Education is vital for the development and well-being of residents in Clark County. With a commendable high school graduation rate of 93%,<sup>5</sup> the foundation for academic achievement is solid. However, there is a gap in higher education attainment, as only 34.4% of residents hold a bachelor's degree or higher, compared to 40% statewide.<sup>1</sup> This disparity underscores the urgent need for expanded educational options in the area.

Increasing access to higher education and vocational training can empower individuals, improve job prospects, and ultimately strengthen the local economy. Investing in diverse educational pathways will not only foster personal growth but also help address broader community challenges, ensuring that all residents have the opportunity to succeed in an increasingly competitive job market.

As outlined in the Clark County Community Health Assessment (CHA), several critical issues within the Clark County education system have been identified, including a declining number of students attending school, high turnover rates among teachers and staff, limited availability of early education (Head Start) services, and a lack of staff diversity that reflects the student population. To address these challenges, the report emphasizes the need for “more resources” for the county’s education system.<sup>4</sup>

## Environment

Clark County is situated in the heart of the Pacific Northwest (PNW). Outdoor recreation is a common attraction, and residents have access to many local rivers, mountains, trails, and lakes. Climate change brings different challenges to different regions across the globe, and Clark County and other PNW counties understand the challenges specific to their region.

Temperatures across the region have increased two to three degrees since 1900, and an increase of 5.6 degrees is projected by the year 2080.<sup>6</sup> An increase in average temperature can influence a plethora of criteria, including change in pests and pathogens, increase in invasive plant species, and change in overall composition of the forest. A contributing factor to this is drought stress and moisture deficit in summer seasons. Warmer temperatures may also increase the amount of precipitation as rain instead of snow and decrease the amount of snowpack per year. These factors may also contribute to an increase in the length of fire seasons in the area. While there is no direct scientific link between climate change and wildfires, contributing factors such as the ones mentioned above can contribute to an increase in fires, and recent forest fire trends are consistent with climate change projections.

With an abundance of forest area in the region, wildfires present many health and safety concerns. Aside from the immediate threat of being in the path of a fire, fire smoke is also linked to an increase in particle pollution (PM 2.5). It is the small size of fine PM 2.5 (fine PM 2.5 is smaller than coarse PM 2.5 and is the main pollutant from wildfire smoke) that is alarming. The size allows the particles to enter deep into human lungs and bloodstreams and creates health concern risks including cardiovascular issues, respiratory issues, and premature death.<sup>7</sup> Recent studies have also linked increases in emergency room visits and mortality to areas during times of increased wildfire incidence.<sup>8, 9</sup>

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<sup>5</sup> Clark County Health Rankings: <https://www.countyhealthrankings.org/health-data/compare-counties?compareCounties=53011%2C53000&year=2024>

<sup>6</sup> USDA Climate Hub: <https://www.climatehubs.usda.gov/hubs/northwest/topic/fire-information-northwest>

<sup>7</sup> EPA, Why Fire Smoke is a Concern: <https://www.epa.gov/wildfire-smoke-course/why-wildfire-smoke-health-concern>

<sup>8</sup> Doubleday, A., Schulte, J., Sheppard, L. et al. Mortality associated with wildfire smoke exposure in Washington state, 2006–2017: a case-crossover study. *Environ Health* 19, 4 (2020). <https://doi.org/10.1186/s12940-020-0559-2>

<sup>9</sup> Doubleday, A., Sheppard, L., Austin, E., & Busch Isaksen, T. (2023). Wildfire smoke exposure and emergency department visits in Washington State. *Environmental Research, Health*, 1(2), 025006. <https://doi.org/10.1088/2752-5309/acd3a1>

## Population Health and Welfare

The health challenges facing Clark County highlight the need for comprehensive strategies, as outlined in the Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP) released by the Clark County Public Health Department in June 2023. Developed in collaboration with the Rede Group and local community members, these reports analyze critical health issues and propose actionable plans for improvement.<sup>4</sup> The CHIP prioritizes key factors and establishes frameworks and goals to guide local governance and resource allocation. Meanwhile, the CHA identifies the critical determinants influencing health in Clark County.

Population health trends in Clark County mirror those seen across Washington state; however, certain health indicators raise concerns. According to the National Center for Health Statistics (NCHS), the county reports a rate of 6,300 years of life lost before age 75 per 100,000 people, which is consistent with the statewide average.<sup>7</sup> Table 3 details Clark County's key health metrics.<sup>7</sup>

**Table 3 - Key Health Metrics for Clark County**

Health Area Focus	County Health Population Health Metric Performance
<b>Cigarette Smoking</b>	13% of adults smoke, which is 2% higher than the state average.
<b>Obesity</b>	32% of adults are classified as obese, exceeding the state rate by 3%.
<b>Physical Activity</b>	17% of adults report no recreational physical activity, slightly lower than the state average.
<b>Alcohol Use</b>	19% of adults engage in heavy alcohol use or binge drinking, 1% above the state average.
<b>Sexually Transmitted Infections</b>	The rate of chlamydia is 376.8 new cases per 100,000 people, lower than the state rate of 389.2.

## Mental Health Access

As outlined in the CHA, the community expressed difficulty in accessing mental health services. Provider shortage and long waitlists were identified barriers. Culture-specific stigmas about mental health were also identified, and needs for culture-tailored health services, resources, and education were expressed.<sup>4</sup>

## Navigating Resources

Improving resource navigation is intricately linked to enhancing health equity within the community. The CHA alludes to several barriers to accessing resources, including language barriers, unfamiliarity with the health care system, and a lack of time. Among the various needs identified, the most critical factor for effective resource navigation was the necessity of building health and financial literacy.

The CHA also mentioned that the community articulated several specific needs that must be addressed to improve overall well-being. These include access to health insurance, affordable housing and assistance programs, utility support, adult education opportunities, job preparedness and training, access to healthy food, and the implementation of health promotion and prevention programs. By addressing these needs, the community can foster a more equitable and supportive environment for all residents.



## 3.0 Initial Findings

### Formation and Initial Charge

The LCC Task Force was convened pursuant to Section 905 of Engrossed Substitute Senate Bill 5950 (2023–2025), which directed the Office of Financial Management (OFM) to “convene a task force to evaluate potential uses for the LCC facility and property.” The proviso required that “the task force must report its findings and a prioritized list of recommendations to the governor and the fiscal committees of the legislature by June 30, 2025.”

Task Force membership included representatives from:

- Washington State Senate
- Washington State House of Representatives
- Washington State Department of Natural Resources
- Washington State Department of Corrections
- Washington State Department of Enterprise Services
- Washington State Department of Social and Health Services
- Washington State Department of Ecology
- Washington State Office of Financial Management
- Cowlitz Indian Tribe
- Clark County Council
- Clark County Sheriff’s Office
- A Clark County citizen

Figure 4 - LCC Community Gardens and Courtyard, July 2023



The Task Force commenced work with a kickoff meeting on July 30, 2024, at which it defined its group rules. Task Force members were briefed on operational protocols. Only designated Task Force members, with facilitator support, were permitted to participate in discussions and decision-making activities. Substitutes or delegates were not allowed, in order to maintain continuity. Members absent from meetings would be provided meeting minutes to stay informed and offered follow-up conversations with facilitators.

Subject Matter Experts (SMEs) could be engaged for technical expertise upon Task Force agreement, but SMEs would not have voting rights. It was clarified that the Task Force was not responsible for securing implementation funding; its focus was on providing recommendations.

## Initial Facility Tour and Conditions

This section summarizes the observations made during the September 2024 tour of the LCC. The objective of the tour was to assess the current state of the facility, explore its potential uses, and evaluate the operational challenges it faces.

### Facility Overview and History

The LCC was a minimum-security prison located near Yacolt, Washington, in Clark County. Although the site originated as a forest service camp in the 1940s, it officially opened in 1956 as Larch Mountain Honor Camp, serving as a state-run facility until its closure on September 10, 2023. This was driven by a nearly 30% decline in Washington state's incarcerated population from 2018 to 2023, as reported by OFM.

The LCC is located approximately 40 minutes from urban centers such as Ridgefield or Vancouver, accessible via a combination of paved and unpaved forest roads. Notably, the paved route leading to the site is winding and in poor condition, with numerous large potholes and safety concerns observed by Task Force members during site visits. Task Force members noted that this state of the drive, along with the facility's remote location, can pose challenges during inclement weather. Currently, there is no cell reception on the facility grounds, which complicates emergency response. There is an on-site water treatment system designed to accommodate a high-capacity facility, supporting 500 residents 24/7. Since closure, the treatment system has become inoperable due to lack of use.<sup>12</sup>

Key components of the facility include:

- **Housing Units:** There are two main living facilities for incarcerated individuals, mirroring one another in design.
- **Education and Training Areas:** Spaces are available for educational programs, including a library, classrooms, and workshops where incarcerated individuals developed skills in areas such as welding and mechanical repair.
- **Dining and Kitchen Facilities:** The dining area and kitchen provide dry storage and include a decommissioned walk-in freezer.
- **Ecological Rehabilitation Programs:** The LCC ran multiple ecology-related rehabilitation programs, including beekeeping, turtle care, gardening, butterfly care, and rehoming birds.
- **Wildfire Response and Storage:** Incarcerated individuals also participated in wildfire response efforts, and DNR continues to store some firefighting gear and equipment at the site.

## Firefighting Legacy

Historically, the LCC served as a command center for wildland firefighting. The LCC dispatched crews to over 40 incidents in total between 2014 and its closure. The facility was a vital resource for the Washington Department of Natural Resources (DNR), which relied on these crews for effective firefighting operations.

The closing of the LCC raised concerns about wildfire response in southwest Washington. Nearly 80 incarcerated firefighters at the LCC assisted the state in combating wildfires. The decision by the Washington State Department of Corrections (DOC) to shut down the facility was met with public criticism in part due to the loss of this resource to guard against uncontrolled forest fires.<sup>10</sup>

**Figure 5 - Incarcerated individuals participating in beekeeping, circa 2016**



**Figure 6 - Antonio Ibarra graduating from Larch Corrections Center/Clark College GED Program, 2019**



**Figure 7 - Historical photo of the fire crews working, circa 2015**



## Facility Observations from Initial Site Visit

The following observations were made from the initial site visit on September 16, 2024:

- **Storage and Supply Areas:** The warehouse continues to serve its original purpose of storing supplies. Future property owners/tenants can utilize this space for their storage needs. A large open area is available for sign-making and other materials, but future plans for this space remain undecided.
- **Waste Management:** The facility features a waste treatment area currently undergoing remediation. The old recess pond, once used for waste and sewage, is being cleaned to improve environmental conditions. The waste treatment system was built to accommodate a standing population of around 500 people and failed shortly after closure due to lack of use.
- **Infrastructure:** There are three water storage tanks on site. The facility has made energy improvements by converting to LED lighting. However, repairs are needed throughout the facility, including roof repairs and potential mold remediation.
- **Environmental Features:** Cedar Creek runs alongside the facility, enhancing its natural landscape. A manmade land bridge on the property forms a pond area that was developed collaboratively with the incarcerated population. Upstream, fish ladder structures help manage aquatic flow; however, the land bridge and surrounding terrain limit full connectivity between the creek and the Columbia River.
- **Community Services and Support:** The facility has a history of incarcerated staffed community service projects, including initiatives related to local fish populations.

<sup>10</sup> Local View: Larch Corrections Center a Shining Success - The Columbian. Available at: [Local View: Larch Corrections Center a shining success - The Columbian](#). (Accessed: 16 October 2024)

- **Lease and Ownership:** The land on which the LCC is situated is owned by DNR and leased to the DOC for \$22,000 annually. The current lease is set to expire on November 30, 2025, however DOC plans to extend the lease for two years. A new lease expiration date of November 30, 2027, is expected.

## Facility Key Areas of Focus

The Task Force focused on the following key areas:

- **Workshop Facilities:** The workshop served as a skill-building space for incarcerated individuals, focusing on hands-on activities and craftsmanship. This area was critical for their rehabilitation and reintegration into society.
- **Basketball Court Arena:** Built in 1940, the indoor basketball court is a longstanding feature that could be repurposed for recreation or community use. The floor recently sustained some water damage and cracking due to ice incursion during the winter.
- **Energy Efficiency Initiatives:** The facility has transitioned to LED lighting throughout, providing reduced operational costs.
- **Weight Room:** Located below the main areas, the weight room was a key space for physical fitness.
- **Living Facilities:** The facility includes two primary residential buildings—Elkhorn and Silver Star—each containing four mirror-image bays designed for communal living. Internally, these bays are labeled with names such as Laurel 1 and Laurel 2, though the origin of the naming convention is undocumented. Each bay includes two large open rooms with approximately 38 bunk-style beds, supporting a minimum-security, rehabilitative environment. In total, the site provides eight living bays with capacity for over 300 individuals. While the structures remain generally functional, several areas—such as Laurel 1, which experienced water damage from a burst pipe—may require modernization or infrastructure upgrades to support future reuse.
- **Administrative Offices:** The former office of the warden has been temporarily repurposed to support the small on-site staff.
- **Valet Station and Storage Areas:** The valet station serves as an office area, while additional spaces were used for training, storage, and family visits.
- **Courtyard Area:** The courtyard is designated for recreation and serves as a space for outdoor activities. It includes a raised-bed garden.

## Maintenance Issues and Facility Condition

Addressing the facility’s high-priority maintenance needs is a critical consideration in the site’s future. A DOC-led condition assessment in 2023 estimated over \$4.3 million in required updates, highlighting systemic issues such as outdated fire alarm systems, structural deficiencies, and utilities nearing failure. The assessment identifies both liabilities and opportunities—several buildings retain operational value if action is taken soon. These factors strongly inform reuse feasibility and help clarify which portions of the site may be cost-effective to retain and repurpose.<sup>11</sup> Table 4 provides an overview of the LCC facilities.

**Table 4 - Facilities Overview**

<b>High-Value Facilities</b>	Silver Star Living Unit, Elkhorn Living Unit, Program/Medical/Dental Building
<b>Facilities with Highest Critical Conditions</b>	Elkhorn Living Unit, Rec Building, Gymnasium, Control Building
<b>Facilities with Most Good Condition Ratings</b>	Visiting/Staff Training Building, Program/Medical/Dental Building, EFV Duplex/Issue Room, Auto/Maintenance Shop
<b>Facilities with Notable Specific Needs</b>	Kitchen and Dining, Auto/Maintenance Shop, Laundry/DT Training Room

### High-Value Facilities

- The Silver Star Living Unit and Elkhorn Living Unit have the highest replacement values (\$12.7 million and \$12.8 million, respectively). They serve housing needs and have had recent major renovations (2009).
- The Program/Medical/Dental Building is valued at \$7.3 million. Its last major renovation was in 1998.

**Figure 8 - Elkhorn Living Unit, 2023**



### Facilities with Highest Critical Conditions

- The Elkhorn Living Unit has five critical items, including fire alarm, floor finishes, and security systems.
- The Rec Building has three critical items, including exhaust systems, roofing, and fire alarm systems.
- The Gymnasium and Control Building have three critical items, including interior doors and fire alarm systems.

### Facilities with Most Good Condition Ratings

- The Program/Medical/Dental Building and Visiting/Staff Training Building have 43 items in good condition.

<sup>11</sup> Washington State Department of Corrections, Larch Corrections Center Condition Assessment Reports, Oct 10, 2023. Internal document.



- The EFV Duplex/Issue Room and Auto/Maintenance Shop have 36 items in good condition.

### **Facilities with Notable Specific Needs**

- The Kitchen and Dining Buildings have floor finishes and fire alarm systems in critical condition.
- The Auto/Maintenance Shop needs updates to rainwater drainage and fire alarm systems.
- The Laundry/DT Training Room's fire alarm system is listed as a high-priority item in critical condition.

### **Detailed Facility Maintenance Costs**

The total estimated cost to address critical condition maintenance and replacements across all facilities is \$4,306,458 (this figure does not include the Wastewater Facility maintenance costs or current remediation). The information below was derived from the WA DOC CA Report generated on October 13, 2023.

Table 5, at the end of this section, contains the LCC inventory, replacement value, and critical costs, and Figure 8 shows the LCC Site Plan.

### **Major Facilities and Critical Condition Costs**

- Silver Star Living Unit: Estimated at \$527,007 for critical maintenance. This facility, constructed in 1996 with major renovations in 2009, requires attention to several areas in critical condition. These include the security system, interior floor finishes, and the fire alarm system.
- Elkhorn Living Unit: With an estimated cost of \$513,694 for repairs, this building requires updates to floor finishes, fire alarm systems, and security systems.
- Maintenance Office/Boiler: The cost to address critical conditions, including the fire alarm system and hot water boilers, totals \$1,906,121, marking it as one of the highest-cost items on the list.
- Program/Medical/Dental Building: Critical maintenance costs for exterior doors and windows are estimated at \$526,543.
- Rec Building: Repairs to exhaust systems, roofing, and fire alarm systems total \$360,568.

### **Common High-Priority Issues Across Facilities**

- Fire Alarm Systems: Multiple buildings list fire alarm systems as a high-priority item in critical condition, with costs ranging from \$640 (Strength and Family Building) to \$88,701 (Kitchen and Dining).
- Roofing and Structural Systems: Several older buildings, particularly those built in the 1950s–1970s such as the Rec Building and Wastewater Treatment Facility, have roofing needs, with replacement costs amounting to \$48,329 for the Wastewater Treatment Facility alone. The total roofing costs are \$822,063 as of 2023.
- Floor Finishes and Security Systems: Notably high priority in housing units like Elkhorn Living Unit and Kitchen and Dining, these replacements are essential for safety and usability.

### **Total Costs by Key Maintenance Categories**

- Fire Alarm Systems: As a critical safety feature, these require immediate attention across most facilities, with an aggregated cost of approximately \$800,000 across all buildings.

- Structural Upgrades (Doors, Windows, Roof): Needed primarily for buildings constructed before 1980, the cost across affected facilities is estimated at around \$1,000,000.
- Utilities and Heating (Boilers): Costs are associated with the Maintenance Office/Boiler, with \$1,906,121 needed for replacements and upgrades.

### **Facility Maintenance and Capital Investment Conclusion**

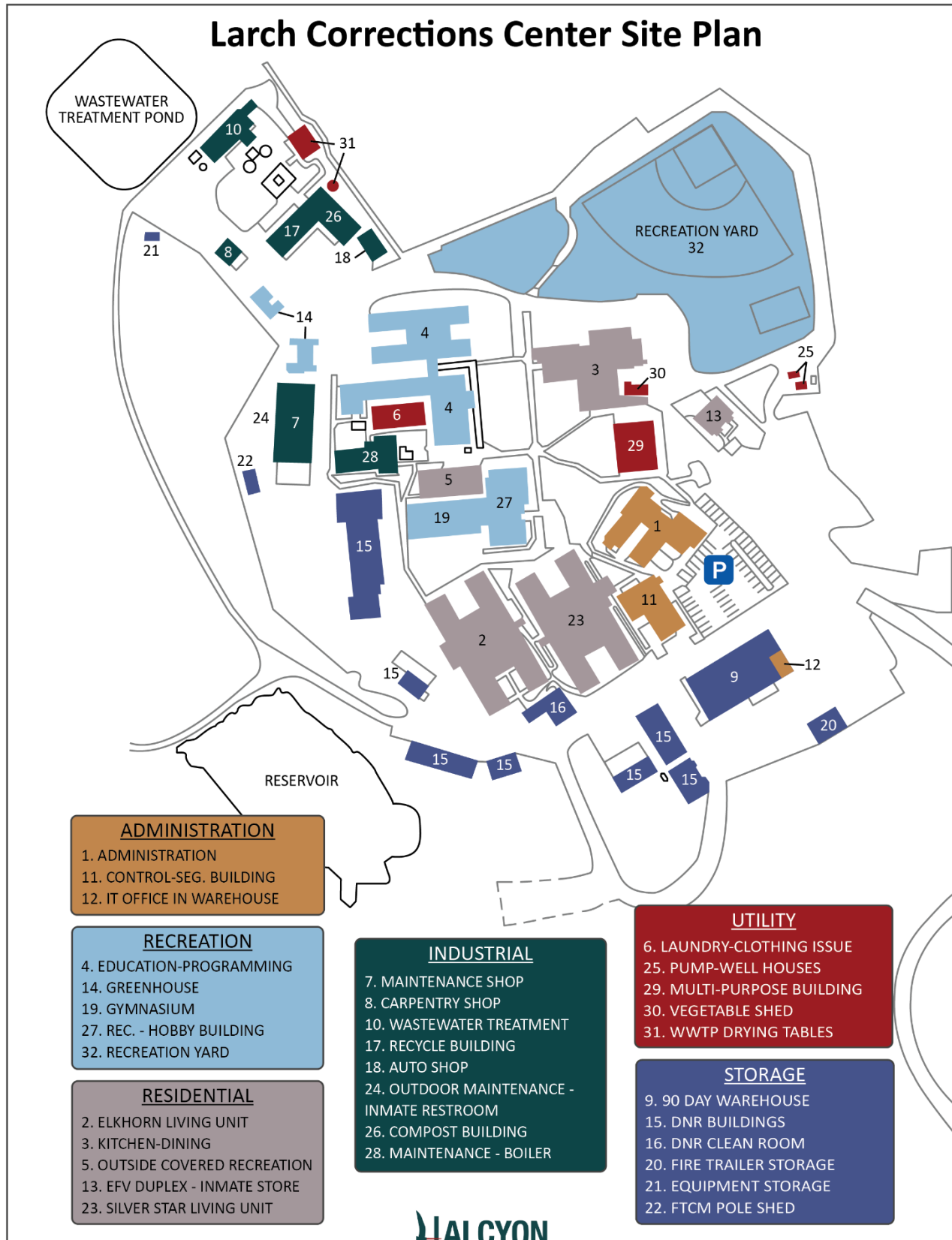
This assessment underscores the urgent need for targeted investment in fire alarm systems, structural upgrades, and critical utility infrastructure to preserve the facility's operational integrity. While some buildings remain in relatively good condition, deferred maintenance, if unaddressed, will continue to degrade the site's viability. These investments are not merely repair costs but strategic decisions that determine whether the facility can be effectively repurposed. The Economic Analysis section of this report offers additional insight into cost scenarios, benefit modeling, and long-term return on public investment, providing a fuller context for reuse planning.

Table 5 shows a complete overview of the LCC building inventory, replacement costs, and critical issues costs as determined by the 2023 report. Figure 9 shows a site map of the facility and building uses.

**Table 5 - LCC Inventory, Replacement Value, and Critical Costs**

Building Name	Year Built	Size (Sq.Ft.)	Roofing	Critical Issues Costs	Current Replacement Value (\$)	Cost Year	Cost Per SF (approx)
Admin	1974	6,856	Replaced 2018	\$30,124	\$3,163,796.00	2023	\$461.46
Auto Maint	2002	7,000	Metal 2002	\$26,459	\$1,636,658.00	2023	\$233.81
Control	1997	3,759	Replaced 2018	\$133,595	\$1,734,642.00	2023	\$461.46
DNR Boot Rm	2010	1,800	Last Action 2010	\$1,152	\$254,728.00	2023	\$141.56
EFV Duplex	2001	2,688	Replaced 2018	\$3,762	\$678,093.00	2023	\$252.27
Elkhorn Living Unit	1997	26,370	Last Action 2023	\$525,999	\$12,817,803.00	2023	\$486.08
Gym	1957	5,000	Replaced 2017	\$82,490	\$2,030,441.00	2023	\$406.09
Kitchen Dining	1977	10,240	Replaced 2017	\$88,701	\$4,536,373.00	2023	\$443.01
Laundry	1995	4,130	Replaced 2017	\$5,880	\$838,572.00	2023	\$203.05
Maint Office Boiler	1956	2,890	Replaced 2015	\$1,906,121	\$5,334,521.00	2023	\$1,845.86
Maint Storage	1998	630	Metal 1998	\$6,597	\$65,897.00	2023	\$104.60
Program Med Dental	1956	15,900	Needs to be replaced \$465,244	\$526,543	\$7,337,274.00	2023	\$461.46
Rec	1956	10,546	Needs to be replaced \$308,490	\$360,568	\$4,282,605.00	2023	\$406.09
Silver Star Living Unit	1996	26,284	Last Action 2023	\$527,007	\$12,776,001.00	2023	\$486.08
Turtle Bldg	1993	792	Replaced 2014	\$0.00	\$82,842.00	2023	\$104.60
WWTP	1998	2,352	Needs to be replaced \$48,329	\$48,329	\$361,788.00	2023	\$153.82
Warehouse IT	1996	8,972	Metal 1996	\$33,131	\$1,812,575.00	2023	\$202.03
Water Control Dist Bldg	2003	120	Last Action 2020	\$0.00	\$15,505.00	2023	\$129.21
<b>SUMMARY INFORMATION</b>		<b>Total Sq Ft</b>	<b>Total Roofing Repair Needs</b>	<b>Total Critical Issues Costs</b>	<b>Total Replacement Value</b>		<b>Average Cost Per SF</b>
		<b>136,329</b>	<b>\$822,063</b>	<b>\$4,306,458</b>	<b>\$59,760,114.00</b>		<b>\$387.91</b>

Figure 9 - Larch Corrections Center Site Plan



## Lease Considerations

### Lease Terms and Environmental Obligations

The LCC occupies land leased by the Washington State Department of Corrections (DOC) from the Department of Natural Resources (DNR) at an annual rate of \$22,000. Per Section 10.04 of the lease agreement, upon termination or expiration of the lease at the state's discretion, DOC is obligated to remove all constructed improvements and return the premises to grade level, free of debris. This action may still result in significant ecological and demolition costs depending on future land use expectations set by DNR, which has the discretion to re-forest the land for later harvest.

### Strategic Planning Timeline

The lease is set to expire in 2025. The DOC plans to extend the lease for two years and may continue to do so until a decision has been made determining the next steps for the facility.

## Wastewater and Water Treatment Systems

The wastewater and water treatment systems at the LCC site are currently undergoing decommissioning following the facility's closure. Originally designed to serve over 500 individuals, the Wastewater Treatment Plant (WWTP) relied on a biologically active system that could not be sustained after the site was vacated. Additionally, the WWTP needs continuous occupancy/use, as opposed to intermittent occupancy, for the system to be functional. The shutdown process was managed with air gap protection and system stabilization.

As of now, the WWTP is non-operational. The wastewater permit has been suspended (but not terminated), and the lagoon has been drained. Environmental testing is still needed to confirm that no residual leaching is occurring. Water service to the facility has been turned off, and portable sanitation is currently required for any onsite use.

Decommissioning activities related to the WWTP — including vendor services, system closure, and monitoring — have cost approximately \$1.83 million as of December 2024. A formal cost estimate for restarting the WWTP has not been produced. Looking ahead, any future reuse of the site will need to evaluate whether reactivating the treatment plant is feasible, or whether a new, permitted onsite septic system would be a more appropriate long-term solution.

The site's water system is currently classified as a Class B system, which may suffice for limited or seasonal uses. If expanded programming is considered, the system could be upgraded to Class A with additional permitting and treatment upgrades.

While these infrastructure issues present real considerations, they are manageable with thoughtful planning and investment. A coordinated water and wastewater strategy will be essential to support any long-term reuse vision.



## Sensing Sessions

To better understand regional priorities and align reuse with community goals, Halcyon Northwest conducted one-on-one interviews and sensing sessions with each Task Force member.

### Methodology and Approach

Halcyon Northwest, the consulting firm organizing the Task Force and developing the reports, conducted one-on-one interviews, called sensing sessions, with every Task Force member. The goal was to get insight and perspective from each member on their role, as well as ideas for the Task Force to achieve its goal of objectively developing a list of recommendations for the future use of the LCC and the benefit to the community.

Halcyon Northwest asked the following questions, with follow-up questions as needed:

1. Please tell us about your organization's interest in the LCC facility.
2. What do you think your role is on this Task Force?
3. What are the biggest risks that the Task Force faces, from your perspective?
4. What purpose do you think the LCC facility should serve in the future?
5. What do you think would be the best possible outcome for the surrounding community?
6. What would be the best outcome from the work of this Task Force?
7. What does "success" look like?
8. Is there anyone else you think we should interview in the course of this work?

### Common Themes

Based on the summarized interview notes, several common themes and findings emerge regarding the future use of the LCC. Following is a synthesis of the key themes and findings.

#### Community Impact and Needs

**Economic and Employment Concerns:** The closure of the LCC has affected local employment and economic stability. There was a strong emphasis on addressing the facility's impact on jobs and the community's overall economic well-being.

The closure of the LCC in 2023 resulted in the loss of 115 jobs, disproportionately impacting the surrounding community. According to the DOC, 101 employees were laid off, 89 of whom lived in Clark County, primarily in Vancouver. Additional employees commuted from Cowlitz County and Oregon cities such as Hillsboro, Warren, and Prescott, with one commuting as far as Salem. The longest northern commute came from Lacey, Washington. While the DOC offered reassignment options to other correctional facilities, the sudden loss of a major regional employer disrupted both household income and local economic stability.

**Mental Health and Training Services:** The Task Force showed considerable interest in repurposing the facility to provide essential services, such as mental health support and vocational training, to meet community needs.

## Facility Condition and Requirements

**Maintenance and Costs:** The Task Force expressed a critical need to address substantial deferred maintenance issues to bring the facility up to code. This involves updating infrastructure and managing financial outlays.

**Environmental Regulations:** Compliance with environmental regulations was identified as crucial when considering new uses for the facility, ensuring that any future plans prioritize environmental sustainability.

## Potential Uses and Suggestions

**Training and Fire Protection:** There was strong support for using the facility for training purposes, including firefighting and law enforcement. Some respondents also proposed converting the facility into a resource center for vocational training.

**Community and Educational Uses:** Suggested alternative uses included low-income housing, vocational training centers, environmental projects, and various community services. These suggestions reflected a desire to align the facility's future with community needs and priorities.

## Risk Management and Feasibility

**Financial and Operational Risks:** Respondents highlighted concerns regarding funding and operational feasibility. Challenges include securing sufficient capital and ensuring that proposed uses are financially sustainable.

**Remote Location Challenges:** The facility's remote location presents logistical challenges for maintenance, accessibility (especially during the winter months), and effective utilization.

## Community Involvement and Consensus Building

**Importance of Broad Input:** Respondents identified a strong need for future community engagement to gather diverse perspectives and build consensus on the facility's future use. This would involve reaching out to local communities, experts, and other interested parties to ensure comprehensive input.

## LCC Initial Facility Tour Summary

The September 2024 site tour provided a detailed on-the-ground assessment of the LCC following its September 2023 closure. The facility retains valuable infrastructure, including housing units, educational spaces, ecological program areas, and a wastewater treatment system, though many elements require significant repair and modernization.

### Key Observations

- **Facility Condition:** The facility includes housing units, educational spaces, and ecological rehabilitation programs. However, it faces maintenance issues, particularly with roof damage, water/ice damage, and mold concerns, which require urgent attention. The Wastewater Treatment Plant (WWTP), integral to the center's infrastructure, has become inoperable due to lack of use. The system will need financial investment for repairs, or for replacing the existing WWTP with a conventional septic/drain field system to become operational again.
- **Operational and Fiscal Considerations:** With the DNR lease expiring in 2025, the Department of Corrections (DOC) faces immediate decisions on whether to maintain, repurpose, or decommission the site. These decisions must align with lease obligations and cost realities.
- **Legacy and Community Service:** The site has a strong history of supporting wildfire response and ecological rehabilitation efforts. Its closure disrupted local employment and public service functions, prompting widespread interest in maintaining community-aligned uses moving forward.
- **Community and Environmental Context:** Clark County's growth, demographic shifts, and environmental pressures offer key context for repurposing the LCC site. Challenges such as housing affordability, gaps in workforce training, limited mental health services, and heightened wildfire risks highlight a need for infrastructure that can support resilience and community well-being. Additionally, the Cowlitz Indian Tribe's presence on the Task Force offers important opportunities for culturally informed collaboration and regional partnership.

## Site Redevelopment Paths and Economic Trade-Offs

Deferred maintenance at the LCC, estimated at \$4.3 million, presents critical implications for the site's future, whether through further deterioration, rehabilitation, or complete repurposing. These figures represent more than deferred costs; they mark strategic decision points for the state. As infrastructure continues to age, risks associated with inaction may increase, ranging from escalating repair costs and environmental liabilities to eventual loss of use. While current lease terms require site remediation, state agencies are actively mitigating risk through coordinated planning and a proposed lease extension.

To support informed decision-making, Halcyon Northwest conducted a comprehensive economic analysis<sup>12</sup> in partnership with the Task Force, which explores the projected costs, trade-offs, and return on investment (ROI) associated with various reuse scenarios. These scenarios served as a foundation for Task Force deliberations and helped clarify which options offered long-term public value and community alignment.

### Scenario A: Full Decommissioning / No Repurposing

This scenario assumes the state fully decommissions the site, removes all existing buildings and infrastructure, mitigates environmental hazards, and restores the land to a forested state per Department of Natural

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<sup>12</sup> Halcyon Northwest. (2025). [Larch Corrections Center Economic Analysis](#).

Resources (DNR) requirements. These estimations assume only one-time demolition and environmental costs, and do not include any estimate of future operational costs for ongoing land use.

- **Estimated Cost:** \$11M–\$15M+
- **Outcome:** High state expenditure with limited social utility but potential long-term financial return through timber revenue and ecological benefit.
- **Viability Status:** This path satisfies DNR lease requirements and supports long-term conservation goals such as habitat protection and wildfire resilience. Timber harvesting could yield between \$25,000 and \$60,000 per 40-acre harvest cycle, but only on 30–40-year intervals, providing modest financial return.

### Scenario B: Delayed Action / Temporary Mothballing

The site is secured and maintained in its current condition for a limited time, allowing space for future decisions, partnerships, or funding to develop. This scenario reflects current DOC intentions to pursue a two-year lease extension, which would allow time to continue environmental mitigation and evaluate reuse strategies in collaboration with the DNR. This scenario reflects operational expenditures such as staffing, utilities, and basic upkeep and may include short-term mitigation for environmental or maintenance issues. It does not assume any major capital investment.

- **Estimated Cost:** \$2M–\$5M
- **Outcome:** Provides short-term flexibility.
- **Viability Status:** Temporarily feasible; may avoid rushed planning but risks increased long-term costs and deterioration.

### Scenario C: Single-Use Redevelopment

A CPI-adjusted scenario focused solely on a single use (e.g., youth camp or conservation annex) with limited site activation and partial demolition could fall in the range of \$8.5 million to \$13 million, based on scaled capital investment assumptions at 30%–40% of the multipurpose model. This cost estimate was not based on a detailed single-use program plan. Instead, it reflects a proportional subset of infrastructure and renovation elements drawn from capital investments outlined in the multipurpose scenario. Operational costs are not included.

- **Estimated Cost:** \$8.5M–\$13M
- **Outcome:** Modest benefit to the community with reduced long-term costs.
- **Viability Status:** **Currently unviable** due to lack of sponsoring agency or funding mechanism.

### Scenario D: Multipurpose Redevelopment

A coordinated, multipurpose approach incorporating programming such as a youth camp, vocational training, DNR-managed conservation, and shared-use community services. This is referred to in this report as the “Multipurpose Facility” scenario, with full analysis provided in Section 6.0: Larch Corrections Center Economic Analysis.

The estimated cost range reflects one-time capital investments only. Annual operational costs are modeled separately in the economic analysis and are not included in the estimated cost below.

- **Estimated Cost:** \$19.27M–\$39.67M

- **Outcome:** Maximizes social, economic, and environmental benefits through collaborative site activation.
- **Viability Status:** Conceptually feasible; contingent on securing a lead sponsoring organization, partnerships, and shared investment.

### **No Decision / Site Left Unused Without Decommissioning**

In the absence of a formal reuse decision or funding commitment, DOC's lease for the LCC site could reach its expiration in November 2025 without an active plan for either reuse or decommissioning. While not an intentional policy outcome, this scenario could present ongoing challenges related to site maintenance, environmental stewardship, and infrastructure deterioration.

DOC and DNR are working collaboratively toward a solution and are currently pursuing a two-year lease extension through the 2025–27 biennium. This extension would allow additional time to evaluate reuse strategies and address key environmental considerations, including decommissioning planning for the site's aging infrastructure.

Under the current lease terms, the property must eventually be returned to its original state, and environmental remediation — such as addressing the wastewater treatment system — would be required.

Without a reuse plan or formal lease extension, the state may face increased operational costs and reduced flexibility over time. Key considerations include:

- Escalating maintenance needs and infrastructure deterioration
- Environmental risks associated with outdated or unused systems
- Limitations on potential reuse or redevelopment as facilities age
- Public safety considerations associated with long-term vacancy

This scenario also delays the opportunity to realize broader community, workforce, or economic benefits, particularly those aligned with the priorities identified through the Task Force process. Engaging in timely decision-making will help preserve public investment, support state and local priorities, and demonstrate continued stewardship of state-owned property.



## 4.0 Process and Evolution of Thought

### Initial Criteria Prioritization

The Task Force began its work by seeking to understand the broader needs of the Clark County community that could be served through the repurposing of the LCC site. Through facilitated discussions, Task Force members identified five overarching Community Needs Categories that could guide potential reuse.

- Environmental Stewardship
- Recreation and Hospitality
- Social Support and Housing
- Care, Rehabilitation, and Public Health
- Training and Education

These categories helped organize brainstorming discussions and were used to group initial reuse concepts. However, to evaluate the relative strengths of those concepts, the Task Force agreed to develop a shared set of decision-making criteria.

Through facilitated discussions, Task Force members collaboratively identified six prioritization criteria that reflect the community values and practical considerations most relevant to the LCC reuse effort. A Community Prioritization Survey, conducted in 2024, was then used to rank these six criteria in order of importance. The goal was to ensure that future reuse decisions are grounded in both community alignment and feasibility. Table 6 shows the survey results indicating the top regional needs.

1. **Fire Safety:** The ability of a reuse option to enhance the community's readiness and response to fire emergencies.
2. **Financial Feasibility:** The cost-effectiveness of implementation and the availability of funding sources to sustain the reuse over time.
3. **Practical Feasibility:** The operational viability of the reuse, including infrastructure readiness, staffing requirements, and logistical considerations.
4. **Community Safety:** The projected impact of the reuse on public safety, crime rates, and community perception of safety.
5. **Environmental Sustainability:** The degree to which the reuse supports ecological conservation, sustainable operations, and responsible land stewardship.
6. **Community Health:** The potential for the reuse to improve access to health care, mental health services, and wellness programs for the local population.

**Table 6 – Survey Results for Top Regional Needs**

No.	Prioritization Order	Rank Score*
1	Fire safety: ability of community to successfully respond to a fire emergency	3.25
2	Financial: cost-effectiveness, budget impact, availability of funding sources	3.2
3	Practical: feasibility of proposed change, operational efficiency	3.2
4	Community safety: impact on community safety, crime rates, and public perception of safety	2.88
5	Environmental: sustainability of operations, ecological impact, waste management	2.67
6	Community health: access to health care, mental health services, and rehabilitation programs	2.5

**\*Table 6 Key**

- 4 = High importance
- 3 = Important
- 2 = Neutral
- 1 = Low importance
- 0 = Should not be part of the prioritization criteria

Following the establishment of community needs, Task Force members participated in breakout sessions using the “World Café” method—a structured conversational process designed to facilitate open, collaborative dialogue. The brainstormed ideas included:

**Environmental Stewardship:**

- Outdoor Education Center
- Forest Maintenance Programs
- Native Plant and Harvest Center
- Hunter Safety Education

**Recreation and Hospitality:**

- Outdoor Retreat Center
- Outdoor Sports Recreation Camp
- Washington State Park or Camping Grounds
- Hotel/Casino and Entertainment Facility

**Social Support and Housing:**

- Community Center
- Social Services Hub
- At-Risk Youth Camp
- Affordable/Transitional Housing Support

**Care, Rehabilitation, and Public Health:**

- Mental Health Treatment Facility
- Primary Care and Rural Health Clinic
- Physical Rehabilitation Center
- Medically Assisted Treatment Facility

**Training and Education:**

- Sheriff’s Office Training Center
- Fire Training Facility
- Vocational Training Center
- Higher Education Sanctuary (Environmental/Public Health Studies)
- Medical Training Facility

Building on these discussions, Halcyon Northwest facilitated a comparative “Advantages and Disadvantages” analysis within each category to help narrow the list of reuse options for more detailed feasibility analysis. Task Force members weighed factors such as operational sustainability, alignment with community priorities, cost, accessibility, and trust obligations.

This structured exploration allowed the Task Force to systematically refine the initial brainstormed ideas into a shorter list of prioritized concepts for subsequent evaluation and polling.

## **Interviews and Feasibility Reviews**

Following the initial brainstorming and prioritization exercises, Halcyon Northwest facilitated a targeted series of Interviews and Feasibility Reviews with key agencies, organizations, and subject matter experts (SMEs) to test the operational and financial viability of the top standalone reuse concepts identified by the Task Force.

Between November 2024 and January 2025, Halcyon Northwest discovered these key findings:

### **Law Enforcement Training (CJTC and CCSO)**

Although the Task Force explored the idea of a regional law enforcement training facility at the LCC, the Washington State Criminal Justice Training Commission (CJTC) determined the location was not viable. CJTC leadership emphasized that the remote and rugged site would significantly hinder access for both contracted instructors and student officers—many of whom commute and must balance intensive daily training with travel logistics. Furthermore, CJTC recently signed a five-year lease on a nearby location in Vancouver and is negotiating a 10-year lease. Additionally, it is forming a new training partnership with the City of Vancouver, reinforcing its long-term commitment to the current site.

The Clark County Sheriff’s Office (CCSO) confirmed strong interest in using the LCC for training but indicated it would be difficult to operate and sustain without a broader operational partner.

### **Fire Training and Forest Maintenance (DNR)**

The Department of Natural Resources (DNR) noted a need for additional wildfire readiness training capacity in the region. However, DNR also emphasized that winter access issues, seasonal weather challenges, and operational funding limitations made a standalone fire training facility difficult to justify.

### **Outdoor Recreation (Washington State Parks)**

Washington State Parks determined that the facility’s location, deferred maintenance liabilities, and cost of conversion made it a poor candidate for development as a state park. Staffing challenges and long-term financial sustainability were cited as significant risks.

### **Vocational Training (Cascadia Tech and Perry Tech)**

Both institutions cited transportation challenges for students and faculty. Distance from population centers made the LCC an impractical choice for standard vocational education programming.

### **Social Services and Mental Health (DSHS)**

The Department of Social and Health Services (DSHS) expressed interest in potential adaptive reuse but identified the need for extensive capital investment and concerns about distance from service hubs and health care facilities.

## **Cowlitz Indian Tribe**

The Cowlitz Indian Tribe expressed strong interest in youth development and environmental stewardship programs. Seasonal and phased use concepts were viewed positively.

## **Overall Conclusion**

The feasibility reviews confirmed that while many concepts were valuable in theory, no single-use option appeared viable when considering operational realities, financial sustainability, geographic limitations, and facility condition.

## **Challenges with Single-Use Solutions**

Information gathered through interviews, feasibility reviews, and economic modeling made it clear that while individual reuse concepts held some promise, none were viable as standalone strategies without incurring significant operational and financial risks. These limitations became especially evident in Scenario C of the Economic Analysis, which examined selective redevelopment for singular purposes such as a training annex or conservation program.

## **Financial Unsustainability**

- Most single-use proposals lacked committed sponsoring agencies or operational funding streams, making long-term viability uncertain.
- High capital investment—estimated between \$5 million and \$10 million even for partial reuse—combined with ongoing maintenance demands, created unfavorable cost-benefit dynamics.
- Without guaranteed partnerships or dedicated funding, several concepts risked becoming public financial liabilities.

## **Operational Limitations**

- The site's remote and isolated location posed substantial challenges for attracting and retaining staff, coordinating service delivery, and drawing consistent participation from clients or students.
- Task Force feedback highlighted that the facility footprint is “too large” to justify investment in single-purpose use, as the scale and fixed costs far exceeded the needs of any one program.
- Seasonal conditions—including heavy fog and difficult winter access—would limit the effectiveness of outdoor-focused operations like recreation, fire training, and youth programs.
- Single-use models also lack economies of scale, making them cost-prohibitive to staff, heat, secure, and maintain.

## **Community Alignment Gaps**

- While some concepts partially addressed community needs, no individual option aligned with the full range of priorities identified in the Community Prioritization Survey.
- Feedback consistently favored an integrated, multi-program approach that could generate higher public benefit per dollar invested.

## Trust Land and Regulatory Constraints

- DNR’s trust land status imposes legal and fiduciary obligations that limit allowable uses to those benefiting public institutions or aligned with state trust purposes.
- Single-use redevelopment could trigger complicated lease renegotiations or site partitioning, especially if portions of the facility remain unused or require demolition. In addition, DNR must receive Fair Market Rate (FMR) for any lease agreement.
- Environmental stewardship goals further restrict options, particularly for recreational or residential uses without supporting programming.

## Summary

Ultimately, the Single-Use Redevelopment scenario was deemed unviable due to the lack of a sponsoring agency, the underutilization of infrastructure, and reduced economic and social return. Task Force consensus favored a more strategic, multipurpose approach that could activate the full site while maximizing value for the community and the state. Table 7 summarizes these challenges.

**Table 7 - Summary of Key Single-Use Challenges**

Concept	Key Challenges Identified
Sheriff’s Office Training Center	Limited funding, CJTC potential operational partner has new facility in nearby Vancouver, location and staffing challenges
Fire Training Facility	Seasonal access issues, funding constraints, need for multi-agency coordination
Forest Maintenance Programs	Difficult to operate as a standalone program, limited training cohort size
Youth Camp	Staffing challenges, remote location unsuited for year-round operations
Vocational Training Center	Transportation barriers, distance from student base
Outdoor Recreation Area	High maintenance costs, limited public access, staffing feasibility

Given these challenges, the Task Force recognized that no single concept could sustainably operate or deliver broad-based community benefits on its own. This realization marked a key turning point in the process and guided the evolution toward a multipurpose model that could leverage shared infrastructure, diversified funding, and year-round programming flexibility.

## Building Toward a Collaborative Solution

Task Force members recognized that each concept had intrinsic value, and their individual limitations could be overcome through integration. The Cowlitz Indian Tribe expressed early interest in serving as part of a potential governing body and highlighted the cultural and educational value of the site for their community. Their emphasis on environmental stewardship, traditional hunting practices, and holistic wellness naturally aligned with emerging themes of shared land use and multipurpose programming. This approach laid the groundwork for a multipurpose reuse model that leverages shared infrastructure, diversified funding, and year-round programming flexibility.

The evolution toward an integrated approach was further shaped by extensive community input, real-world site observations, and cross-agency collaboration. Programs such as workforce training, Tribal wellness services, and environmental stewardship, initially considered independently, were revisited through the lens of collaboration. Examples include:

- **Clark College – Workforce and Vocational Training:** Clark College expressed interest in using the site’s existing educational infrastructure to support vocational training in forest maintenance,

conservation trades, and other high-demand workforce skills. The college had previously offered educational programming at the LCC while the facility was operational, and this existing relationship sparked further conversation about reestablishing a rural satellite site focused on community-aligned workforce development and science education.

- **Cowlitz Indian Tribe – Community Health and Social Services:** The Cowlitz Indian Tribe identified the site’s natural environment—especially the creek and forested setting—as an ideal location for culturally grounded social services and wellness programs. The connection to water and land supports traditional healing practices, and the Tribe emphasized the opportunity to center Native values in the design and delivery of supportive services.
- **Clark County Sheriff’s Office – Training Annex:** The Sheriff’s Office expressed interest in using a portion of the facility as a training annex, particularly for firearms or tactical exercises that would benefit from distance from residential zones. While a full-scale law enforcement academy is not needed, a smaller range or specialized training zone could serve public safety goals while preserving positive community relations. The partnership could also enhance site security and stewardship.
- **Department of Natural Resources – Forest Management and Stewardship Education:** DNR’s mission aligns with seasonal programming in land care, native plant restoration, and sustainable forestry. Task Force discussions also envisioned potential collaboration with vocational partners to create training pipelines and encourage careers in forest management, conservation, and public service.
- **Youth Camps and Outdoor Learning:** Youth engagement was a consistent theme in interview and meeting feedback. Summer camps, environmental science programs, and outdoor experiential learning could activate the site seasonally, strengthening family and school partnerships while advancing educational goals in a low-impact, nature-based setting.

Individually, each of these ideas lacked the scale, funding, or infrastructure coverage to succeed alone. Together, however, they offer a mutually reinforcing portfolio—one in which cost-sharing, co-location, and cross-program scheduling can bridge financial gaps and deliver greater year-round utility. The multipurpose facility model grew directly from this vision of collaborative viability, rooted in local partnerships and aligned with long-term community and environmental goals.

To further explore how these concepts might function together on-site, a smaller subgroup of community interested agency members conducted a facility tour to assess physical conditions, infrastructure compatibility, and logistical realities. This hands-on evaluation provided critical context not visible through maps or documents alone. In addition, an in-person Task Force meeting was convened at the Clark County Sheriff’s Office to facilitate open dialogue and cross-agency alignment. These engagements helped inform the Task Force of the realities and real-world feasibility of a multipurpose facility.

### **Facility Tour with Subgroup and In-Person Meeting**

Following the realization that single-use concepts were not viable on their own, the Task Force organized a focused site visit on April 3 to further explore the facility’s potential for a multipurpose reuse model. Recognizing the need for specialized input, the Task Force selected a subgroup of members who had expressed direct interest in developing programs within the multipurpose framework. This subgroup included representatives from law enforcement, environmental stewardship, youth services, vocational training, and facility management. Convened to ground-truth infrastructure conditions and assess programmatic feasibility, the subgroup—comprised of Task Force members Councilor Sue Marshall and Vanessa Robertson (Cowlitz Indian Tribe), and guests Dr. Terry Wills (Clark County Community College) and Yvonne Knutson



(OFM)—evaluated building conditions, seasonal limitations, and potential program alignment. These insights helped refine the multipurpose facility vision. Key observations included:

- **Infrastructure Viability:** Core structures such as the warehouse, workshops, educational buildings, and dining facilities remained fundamentally sound, though they required significant maintenance, especially roof repairs and mold mitigation.
- **Environmental Conditions:** Seasonal weather impacts were evident, including increased moisture damage in non-heated buildings and grounds maintenance challenges.
- **Access and Logistics:** The site’s remote location reaffirmed the importance of phased and seasonal programming to mitigate access issues during winter months.
- **Potential Program Alignment:** Subgroup discussions emphasized that multiple uses—wildfire response training, vocational skills development, environmental education, and youth engagement—could be co-located and phased throughout the year.

### Subgroup Meeting Discussion

Following the tour, the subgroup reconvened at the Clark County Sheriff’s Office for an official Task Force meeting, where other members joined virtually to debrief key observations and explore viable reuse strategies. Discussions emphasized the importance of prioritizing immediate repairs on critical infrastructure—such as roofing, water systems, and safety features—to enable phased activation of programs. Members also discussed the value of co-locating complementary services in shared buildings to improve space utilization and reduce operational costs. To address the site’s remote location and weather-related access challenges, the group proposed designing seasonal program rotations that would align with site accessibility throughout the year. Additionally, they recognized the potential to leverage existing environmental features—such as adjacent forests and water systems—for conservation education and limited fire management training that supports stewardship, not just fire suppression. These insights were instrumental in shaping the final evolution toward a multipurpose facility model, grounding the recommendations in site-specific realities and practical implementation considerations.

### From Ideas to Alignment: Building Toward a Multipurpose Facility

The concept of transitioning the LCC into a multipurpose community asset continued to evolve following the subgroup tour and Task Force (in-person and virtual) meeting on April 3, 2025.

Notably, in the previous March 20, 2025, Task Force meeting, Scott Sargent, Pacific Cascade Region Manager at the Washington State Department of Natural Resources (DNR), delivered a presentation clarifying that regional wildfire suppression needs were already being met through other DNR-managed programs. While this briefing shifted the conversation away from establishing a new fire suppression training center at the LCC, it opened the door to new possibilities. During subsequent discussions, including the April 3 meeting, the Task Force turned its focus toward long-term forest health, land stewardship, and conservation education—areas in which DNR remains a key partner.

These evolving priorities reflect a broader vision for sustainable, community-serving land use. DNR can continue to play a vital role in shaping the site’s future—whether through interagency collaboration, training programs, or public education initiatives that strengthen environmental resilience and cultivate the next generation of natural resource stewards.

## Key Themes and Program Focus Areas

Throughout the visioning process, the Task Force identified five primary program areas that reflect both the strengths and constraints of the LCC site. Each use area offers unique community benefits, while also requiring careful planning to address infrastructure, safety, and environmental concerns.

### Youth Camp and Outdoor Programs

Youth-focused programming emerged as a highly viable reuse option due to the site's relative proximity to population centers (Vancouver, WA, and Portland, OR, are within 35 miles) and its suitability for outdoor learning and recreation. A youth camp would serve the community by offering educational, athletic, and experiential programs, potentially modeled after similar historic reuse sites like Fort Worden and Fort Casey.

However, successful implementation would likely require some demolition to make the environment more welcoming, as well as the removal of deterrents like razor wire. Rebranding the site—moving away from the name “Larch”—may also be necessary to shed its association with incarceration. Wildlife and wilderness management, including safety protocols for bears, cougars, and elk, must be considered, along with maintaining secure zones from hunting and wildlife incursion.

Figure 10 - Fort Casey Housing



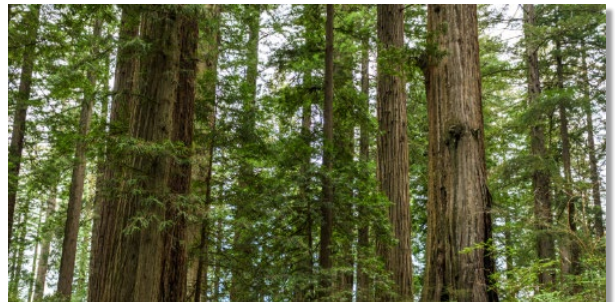
Figure 11 - Pacific Northwest Black Bear, Elk, and Cougar



### Forest Management and Environmental Stewardship

The surrounding forest provides exceptional opportunities for land-based education and environmental restoration programs. Task Force discussions supported using the area for native planting, seasonal harvesting, and long-term forest stewardship to promote sustainability and wildfire risk reduction.

Figure 12 - Pacific Northwest Forest Area



Security remains a key concern, particularly in deterring unauthorized weapons use in remote areas and ensuring safety from natural hazards like poison oak or getting lost in the woods. Some demolition may be required to increase the usable planting area, and collaboration with institutions such as Clark College was suggested to support educational programming. A 24/7 security presence may be necessary if portions of the surrounding forest remain unsupervised; the area currently is used for recreational sporting and shooting.

## Outdoor Shooting and Archery Range

A small-scale outdoor weapons range received conditional support, with specific considerations for safety, environmental health, and land sharing. Both the Cowlitz Indian Tribe and the Clark County Sheriff's Office indicated an interest in this option, for guns as well as traditional weapons used by the Tribe. Clark College expressed interest in a possible archery component. The site's natural depression may support the creation of a backstop but lead mitigation and ongoing maintenance would be essential to prevent soil and water contamination.

While the concept is promising, the range's use would need to be carefully coordinated with other programming—especially those involving youth—to avoid conflict or risk. Scheduling, physical separation, and participant consensus will be required for implementation.

## Cowlitz Indian Tribe Social Service and Vocational Programs

The Cowlitz Indian Tribe expressed early and sustained interest in using the site for social services, vocational training, and stewardship activities. The Tribe emphasized its openness to collaborative use with other groups. Tribal representatives suggested that the Pathways to Healing program may be able to make use of the land and structures and work within the Tribe when developing supportive programs.

Concerns included the need for some demolition, land ownership and transfer complexities, and the remote location's impact on certain service delivery models (e.g., centralized social work functions). The Tribe also offered potential support for road maintenance and natural resource restoration, including the adjacent stream.

Figure 13 - Cowlitz Indian Tribe Pathways to Healing Logo



## Vocational Training and Workforce Development

Existing infrastructure—such as workshops, kitchens, and training spaces—is seen as a valuable foundation for workforce development programs. These could support regional job pathways in construction, conservation, maintenance, and public service. The Clark County Sheriff's Office noted potential interest in using classroom spaces for their own training needs.

Figure 14 - Clark College Logo



Challenges include the current lack of broadband internet and poor road conditions, including potholes and limited winter access. While the absence of cell service may be an asset for retreat-style programming, the site's rural location may limit the scalability of some workforce training models. Additionally, some facility areas previously used for mechanical work or housing equipment may require mold abatement or environmental review. Ensuring the safety of participants will necessitate protocols to assess and address any remaining hazards associated with building condition or legacy use.

Although programmatic details remain in development, five core use areas began to coalesce through Task Force discussions: Youth Camp, Forest Management, Outdoor Shooting Range, Social Services, and Vocational Training.

## **Aligning Program Ideas with Community Needs and Priorities**

As Task Force members explored reuse opportunities across the five key program areas, it became increasingly evident that no single concept could satisfy the full spectrum of community needs, site conditions, and operational realities. Rather, the program discussions revealed overlapping values and complementary uses that, when combined, would create a more resilient and inclusive multipurpose facility. This section summarizes how each community priority was reinforced through Task Force findings and how that shaped the evolution toward a shared-use model.

### **Fire Safety**

While direct wildfire suppression training was ruled out based on a briefing from the Department of Natural Resources (DNR), the Task Force recognized that fire prevention and ecological resilience could still be supported through responsible land stewardship. Forest management programs, including seasonal thinning, habitat restoration, and youth-led environmental education, offer proactive fire risk reduction while building vocational capacity.

### **Financial Feasibility**

Co-location emerged as a key theme across nearly all program areas. Task Force members acknowledged that many proposed uses could not stand alone due to infrastructure costs, staffing demands, or seasonal downtime. However, by layering programs—such as vocational training alongside forest management, or youth camps during summer when classroom use is less. Shared infrastructure like the kitchen, gymnasium, and educational spaces provide a cost-effective backbone for diversified programming.

### **Practical Feasibility**

Each concept came with distinct implementation considerations—some requiring building demolition, others raising safety or operational concerns—but a multipurpose model offered a way to mitigate those barriers. For example, seasonal scheduling can maximize access during favorable weather, while limiting high-risk activities during youth programming periods. The approach also allows flexibility in phasing: improvements can be made incrementally, focusing on priority buildings and accessible areas first, rather than demanding a full-site overhaul upfront.

### **Community Safety**

Ensuring safety across mixed-use activities was a repeated concern, particularly when considering programs like an outdoor shooting range. The Task Force identified critical needs for clear physical separation of uses, proper supervision, and potentially 24/7 security in unmanaged outdoor areas. Yet these concerns did not preclude co-existence. With thoughtful planning, the site could host multiple program types safely—such as pairing range hours with strict scheduling or geographic distancing from youth activities. The Cowlitz Indian Tribe's potential involvement in site management and security was also seen as a promising avenue for community stewardship.

### **Environmental Sustainability**

Environmental education, land restoration, and forest management programs emerged as some of the most aligned with community values. These uses leverage the site's natural assets while restoring ecological health, especially through partnerships with institutions like Clark College. Select building demolition could open space for native planting, riparian restoration, and teaching gardens, further supporting long-term sustainability goals.

In addition, the stream adjacent to the property presents a potential opportunity for enhanced habitat restoration. If downstream barriers such as fish ladders were removed, the area could support improved fish spawning conditions, reinforcing regional environmental priorities. Integration of environmental programming with vocational training or Tribal stewardship efforts would deepen the site’s ecological and educational impact.

## Community Health

Across all program concepts, participants voiced strong interest in programs that promote mental and physical well-being. Nature-based wellness offerings, seasonal camps, therapeutic retreats, and outdoor activities align well with the region’s health goals. In particular, the site’s isolation and quiet—in other instances, limitations—were reframed as a strength for reflection, healing, and trauma-informed programming. When layered with social services, vocational upskilling, and land-based education, these programs offer a holistic pathway for community resilience.

This integrated reflection helped solidify the Task Force’s trajectory toward a flexible, multipurpose model; one that acknowledges the limitations of single-purpose reuses, while seeing the opportunities that can emerge from layering programs around common infrastructure and shared values.

Table 8 illustrates how the five emerging programmatic areas—Youth Camp, Forest Management, Outdoor Shooting Range, Social Services Programs, and Vocational Training—align with the Task Force’s previously established priority criteria. Each row represents one of the proposed reuse ideas, and each column corresponds to a specific community priority: Fire Safety, Financial, Practical, Community Safety, Environmental, and Community Health.

The “Yes” boxes indicate where a particular program was seen to support or advance the corresponding community priority. Each program supports three or more priorities.

**Table 8 - Alignment with Task Force Priority Criteria**

Programmatic Area	Fire Safety	Financial	Practical	Community Safety	Environmental	Community Health
Youth Camp	no	YES	YES	no	YES	YES
Forest Management Restoration/ Harvesting	YES	YES	YES	YES	YES	no
Outdoor Shooting Range	no	YES	YES	YES	no	no
Social Services Programs	no	YES	YES	no	no	YES
Vocational Training Center	no	YES	YES	no	no	YES



## Final Agreement and Reprioritization

Following the facility subgroup tour, feasibility reviews, and expanded Task Force discussions in spring 2025, it became clear that a multipurpose facility model represented the most viable future for the LCC site. The Task Force agreed that its original prioritization needed to be revisited, as initial rankings were developed before key site conditions, operational feasibility, and funding realities were fully understood. In particular, the original list did not explicitly include the multipurpose concept, which had since emerged as a leading strategy through Task Force evolution.

To guide final recommendations, Task Force members conducted a reprioritization survey using a weighted scoring approach. See Table 9 for the survey results. Members were asked to rank their top four preferred reuse concepts from a refined list of viable options. First-choice votes received four points, second-choice votes received three points, third-choice votes received two points, and fourth-choice votes received one point. Responses that did not include a ranking for a particular option (i.e., abstentions) were excluded from that option's total score.

**Table 9 - Reprioritization Survey Results**

Use Idea	Score	Idea Included in Multipurpose Facility Model
Multipurpose Facility	35	
Outdoor Education Center	15	Yes
Sheriff's Office Training	14	Yes
Outdoor Sports Camp	8	
Fire Training Center	7	
Native Plant and Harvest Center	6	Yes
Vocational Training	5	Yes
Washington State Park/Campground	4	
Hunter Safety Education	3	Yes
At-Risk Youth Camp	3	Yes
Forest Maintenance Programs	2	Yes
Outdoor Retreat Center	2	Yes
Community Center	2	

The results demonstrated overwhelming support for the Multipurpose Facility scenario, both in first-choice selections and cumulative scoring. Moreover, all single-use solutions by themselves have been shown to be non-feasible and unrealistic in implementation because of operational factors. The survey results reinforced a key insight: While individual concepts like Sheriff's Office Training and Forest Maintenance Programs received strong support, their value increased significantly when incorporated into a broader multipurpose facility model. The highest-scoring reuse concept, "Multipurpose Facility," integrated several of these priority ideas into a shared-use structure that maximized infrastructure, programming, and funding opportunities. Several concepts in the prioritization table were included in the Multipurpose Facility model, demonstrating that Task Force members favored a layered approach. This strategy was seen as essential for operational sustainability, financial feasibility, and long-term community benefit.



## Final Consensus

Following discussion and review of the final survey results, the Task Force reached a strong consensus that the highest priority reuse of the LCC site is development as a multipurpose facility. This facility would flexibly accommodate multiple community priorities by layering programming such as:

- Law enforcement and public safety training
- Environmental conservation and land stewardship education
- Youth development and seasonal outdoor education
- Community social services support
- Vocational and workforce development programming

The reprioritization process reaffirmed the Task Force's commitment to delivering a recommendation grounded in community priorities, updated operational realities, and sustainable financial stewardship. The final prioritized concept forms the foundation for the Task Force's formal recommendation to the Washington State Legislature.

## 5.0 MULTIPURPOSE FACILITY PROPOSAL

Through months of feasibility evaluation, interviews, and extensive site assessments, the Task Force determined that no single-use solution could independently achieve the breadth of community, economic, and environmental goals identified for the facility. Instead, a multipurpose facility model emerged as the most viable path forward, integrating complementary uses under a shared operational model.

This model is designed to maximize the value of existing public infrastructure while responding directly to pressing regional needs, including workforce development, public safety, environmental resilience, and youth services. The following sections detail the proposed program components, necessary facility and infrastructure investments, economic feasibility, associated risks and mitigation strategies, and the alignment of this approach with the Task Force’s core priorities.

### Integrated Program Components

The multipurpose facility concept brings together several distinct yet interconnected initiatives, each aimed at strengthening community capacity, supporting regional workforce development, and advancing public health and safety. By combining these efforts into a shared-use model, the approach maximizes the utility of both the built infrastructure and the surrounding land. This integrated strategy delivers broad benefits to multiple community groups, while also fostering collaboration among agencies and partners that may share responsibility for programs, space, and long-term stewardship.

The following program elements were selected through extensive Task Force discussion.

#### Outdoor Shooting Range and Sheriff’s Office Training

The outdoor shooting range is envisioned as a shared facility supporting both public safety training and cultural education. The Clark County Sheriff’s Office identified a pressing need for expanded regional training capacity, particularly for firearms certification and tactical readiness. Simultaneously, the Cowlitz Indian Tribe expressed interest in developing a hunter education program that integrates cultural heritage and safety instruction. By co-locating these uses, the shooting range would serve both professional and civilian audiences, fostering collaboration, preparedness, and responsible firearms stewardship across the broader community.

**Figure 15 - Outdoor shooting range with varied weapons, representing a diverse shared-use range**



## Social Services Hub

Initially, the Task Force discussion excluded any social services and mental health supportive programming because of the distance and remote location of the LCC. However, Tribal-led Social Services, in partnership with the Cowlitz Indian Tribe, would offer social services with a culturally responsive support program alignment. These could include mental health counseling, transitional housing, re-entry assistance, and family support services. By offering services on-site, the facility would address upstream drivers of social instability while creating accessible pathways for community resilience and recovery.

**Figure 16 - A person helping another out of a van, representing Social Services**



## Vocational Training and Workforce Center

A dedicated workforce development component is central to the multipurpose vision. Through collaboration with Clark College, the Department of Natural Resources (DNR), and Tribal education partners, the facility could offer pathways for high school equivalency (GED), technical training in forestry and land management, small business skills, and trades certifications. These programs respond directly to regional labor market needs, particularly in natural resources management, and skilled trades. By providing locally accessible workforce education, the center would empower underserved populations and support upward mobility in the Clark County region.

**Figure 17 - Adult learning classroom, representing Vocational Training (note that this is not a Larch Corrections Center classroom)**



## Youth Camp and Leadership Development Site

The youth camp component was identified as a key opportunity to build resilience and leadership skills among young people, particularly those from rural and marginalized backgrounds. Proposed programming includes outdoor education, environmental stewardship, conflict resolution, and civic engagement training. The camp would emphasize experiential learning, providing structured opportunities for personal development, mentorship, and community building. In addition to supporting year-round local programs, the camp facility could serve regional summer camps, school partnerships, and leadership retreats, further broadening its reach and impact.

**Figure 18 - Earth Native Wilderness School, representing Youth Camp and Leadership Development**



## Forestry and Environmental Stewardship Programs

Given the LCC’s location in a fire-prone, ecologically sensitive area, the Task Force emphasized integrating environmental stewardship as a core facility mission. Proposed programming includes reforestation projects, invasive species management, wildfire risk reduction training, and conservation workforce development. Led by DNR and Tribal stewardship teams, these initiatives align with Washington state’s broader climate resilience and forest health goals. They also create opportunities for skill-building and employment in sustainable land management, contributing to both ecological restoration and economic diversification.

Figure 19 - Audubon photo showing the harvesting of cedar



Together, these programs create a complementary system of services, education, and community resources that maximize the utility of the LCC site.

## Economic Overview<sup>12</sup>

The economic analysis undertaken by the Task Force concludes that repurposing the LCC into a multipurpose facility represents a fiscally sound and socially beneficial public investment. This conclusion is supported by a combination of regional benchmarking, agency cost estimates, and scenario modeling.

While detailed programmatic plans and business models are not yet developed, the current estimates provide a rough-order-of-magnitude projection of both capital and operational costs. These projections establish a planning framework to guide future investment decisions and further refinement as partnerships, funding mechanisms, and programming evolve.

## Capital Investment Requirements

Capital investment for repurposing the LCC site is estimated at **\$28.45 million to \$30.49 million** under the Base Case scenario. This range reflects CPI-adjusted capital needs identified in the economic analysis, including deferred maintenance (roofing, septic, HVAC) and targeted upgrades to support multipurpose reuse such as youth programs, vocational training, and community services. These estimates were benchmarked against comparable projects including Camp Bonneville, Sky Valley, and Mid-Orange Business Park, and reflect a realistic range for preliminary legislative planning.

In addition, a broader facility-wide modernization benchmark of **\$38.17 million** was established using the 2022 Naselle Youth Camp Task Force Report. By applying a conservative 2024 construction cost estimate of **\$280 per square foot** to Larch’s verified **136,329 square feet**, this figure represents a high-end scenario where nearly all facilities are modernized for public reuse. This was used as a validation check and was not assumed in base modeling.

These two models—CPI-adjusted reuse planning and modernization validation—bracket a credible investment range for Task Force and legislative consideration. As specific programmatic needs and public-



private partnerships are confirmed, additional cost modeling, permitting, and architectural review will be required to produce construction-ready estimates.

### Operational Cost Projections

Annual operational costs for the proposed multipurpose facility are projected between **\$7.03 million and \$7.21 million**, based on a Base Case scenario. These estimates include staffing, utilities, program delivery, and facility maintenance. The projections reflect realistic planning scenarios informed by similar facility reuse efforts, including Camp Bonneville (WA) and Buena Vista (CO), rather than costs associated with correctional operations.

For context, historical Department of Corrections (DOC) operations at the LCC—under a 24/7 correctional model—were estimated at **\$4.2 million to \$5 million annually**. The projected reuse model assumes a non-correctional approach, with flexible staffing and shared program delivery across multiple partners.

Total estimated operating costs are scalable depending on final program mix, partner participation, and phased implementation. As the project advances, additional modeling will be necessary to allocate costs by program type and confirm long-term sustainability.

### Revenue Generation and Cost Recovery

Revenue generation for a repurposed LCC would likely rely on a combination of interagency leases, community programming fees, state and federal grants, and philanthropic support. Even under optimistic projections, annual revenue is expected to offset less than 20% of total operating costs, underscoring the necessity of long-term public investment.

- **Lease agreements** from anchor partners, such as the Clark County Sheriff's Office, Clark College, DNR, and potentially the Cowlitz Indian Tribe, could generate **\$32,000 to \$75,000 annually**, based on conservative projections from comparable reuse plans like Camp Bonneville and Sky Valley. While modest, these leases provide foundational stability and co-location value.
- **Program tuition and service fees** may provide the most substantial revenue stream, including youth camp operations, vocational training, and community-based education programs. This category is estimated to generate between **\$1.86 million and \$3.21 million annually**, representing 30%–40% of total CPI-adjusted operating costs. Actual revenue would vary depending on program enrollment levels, fee structures, and the presence of scholarships or subsidies.
- **Grant funding by private or state appropriations** may help offset operational and program delivery costs, depending on the structure of each component within the multipurpose facility. As specific programs take shape, eligible agencies or partner organizations may be able to pursue competitive grants, federal funding, or philanthropic contributions. However, some core functions may require direct state appropriations, particularly for long-term viability. Future revenue strategies will depend on the nature of proposed uses, implementation partnerships, and the outcomes of a detailed business case analysis. For planning purposes, the model estimates a modest \$250,000 to \$600,000 annually in grant funding for revenue.
- **Private sector and nonprofit sponsorships** are also possible, particularly for the youth camp and cultural preservation programs that may be proposed by the Cowlitz Indian Tribe or other community partners. These streams provide mission-aligned sustainability and could support capital or operations. A conservative annual revenue of \$50,000 to \$150,000 was used in the revenue model.

The analysis does not assume revenue generation sufficient to offset full operating costs. However, multipurpose facility models in other states (e.g., Ventura, Buena Vista) have demonstrated sustainability

when layered with grant funding, agency cost-sharing, and targeted earned income streams. Financial sustainability depends on the specific program mix, partnerships, and implementation strategy, and should be reevaluated during design.

While none of the modeled reuse scenarios are expected to achieve full cost recovery through earned revenue alone, the Base Case scenario reflects a financially responsible approach to phased redevelopment. Like other publicly owned multipurpose facilities, long-term operational sustainability would depend on a blend of grant funding, shared agency uses, lease income, and appropriated support. This report frames reuse not as a profit-generating endeavor, but as a targeted public investment in workforce development, community resilience, and public safety infrastructure.

### Job Creation and Economic Multiplier Effects

Based on the Input-Output (I-O) modeling in Section 6.11, the Base Case scenario assumes a capital investment of **\$28.45 million to \$30.49 million**, which is estimated to generate **540–578 total jobs** during the planning, construction, and initial implementation phases. These include direct labor, indirect supply chain support, and induced jobs driven by local household spending. Additionally, annual operational funding of **\$7.03 million to \$7.21 million** is projected to sustain **71–72 ongoing jobs**, including administrative, instructional, and maintenance personnel. Together, these employment impacts contribute to regional economic vitality and support Clark County’s broader workforce development and service sector growth.

### Workforce Development

The center’s core vocational programming, in partnership with Clark College and supported by the Cowlitz Indian Tribe and DNR, is designed to address current and projected gaps in Clark County’s labor market. Programs will focus on forest maintenance, high school equivalency, business skills, and technical certifications. By offering accessible training to underserved and rural populations, the facility enhances workforce readiness and supports long-term community resilience. These benefits are expected to generate upward mobility and reduce dependency on social services over time.

The proposed outdoor range and safety programming will expand Clark County’s capacity to meet critical training needs for law enforcement, hunter education, and land management coordination. This facility supports cross-agency use by the Sheriff’s Office, Tribal representatives, and state partners, promoting regional collaboration and standardized safety practices.

Repurposing and actively using the facility significantly reduces the risk associated with long-term vacancy, such as unauthorized access, illegal activities, and environmental degradation. Ongoing occupation and stewardship prevent the site from becoming a security and/or liability concern while extending the value of existing infrastructure and safeguarding public investment.

### Social Services and Cultural Programming

The Cowlitz Indian Tribe’s planned social services hub would offer behavioral health, domestic violence, and family support programs within a culturally rooted setting. These services are expected to improve early intervention outcomes and reduce pressure on emergency response systems. The youth camp initiative, while still in conceptual development, presents a long-term vision for leadership, resilience training, and outdoor education—a program area with high social return on investment (ROI), as supported by the Washington State Institute for Public Policy (WSIPP) data on youth programming.



## Community Engagement

By serving as a platform for shared community use, co-governance, and multi-agency collaboration, the facility encourages inclusive development.

## Cost-Benefit Ratio and Long-Term Value

A Benefit-Cost Ratio (BCR) is a fundamental tool used in economic analysis to evaluate the efficiency of an investment. It compares the monetary value of benefits received to the costs incurred to produce those benefits. Mathematically, BCR equals total benefits divided by total costs.

A BCR greater than 1.0 indicates a positive return on investment, meaning the benefits outweigh the costs. A BCR less than 1.0 suggests that the costs exceed the direct financial return but does not account for indirect or long-term community benefits, which are often central in public projects.

BCR is especially valuable in public-sector planning and legislative budgeting because it provides a single, interpretable metric that reflects economic efficiency. It helps decision-makers determine whether a project is worth funding and how it compares to alternative uses of public dollars.

Using CPI-adjusted numbers and Input-Output modeling, the Base Case scenario for the multipurpose reuse of the LCC yields a five-year BCR of approximately 0.51 to 0.55. This means that for every \$1 invested, the project is expected to return \$0.51 to \$0.55 in direct, quantifiable financial benefit over five years—through revenue streams such as leases, programming, and service fees.

Although this direct return falls below 1.0, it is not uncommon for public-serving infrastructure, particularly in rural or specialized facilities. This estimate also excludes indirect and induced impacts such as job creation, regional business growth, and long-term educational or health outcomes.

While financial BCRs capture quantifiable revenues, they often underrepresent the full value of community investments. That's where the WSIPP framework becomes invaluable.

According to WSIPP's 2023 Benefit-Cost Results, youth-oriented programs that include behavioral health, job readiness, and education can yield up to \$6 in long-term social value per \$1 invested. This includes benefits such as:

- Reduced recidivism
- Improved mental health outcomes
- Higher lifetime earnings
- Lower reliance on public services

Given that many of the proposed LCC programs (e.g., youth camps, vocational training, cultural programming) directly align with these proven approaches, the true societal return could far exceed the direct revenue-based BCR.

LCC's proposed multipurpose reuse is more than an economic exercise; it is also a strategic investment in community resilience and regional well-being. In an area where youth engagement, workforce training, and natural resource stewardship are interdependent, the facility has the potential to serve as a social infrastructure hub for decades to come.

## Benchmarking for Credibility and Transparency

Cost estimates and program assumptions are grounded in detailed benchmarking against recent facility repurposing efforts and state agency data to ensure accuracy and planning rigor. These comparisons include

multipurpose, vocational, and conservation-focused conversions across the Western United States, as well as operational baselines from the DOC and DNR.

**Camp Bonneville (WA):** Provided foundational benchmarks for multipurpose conversion readiness. Renovation estimates included \$5 million for classrooms, administrative offices, shared dining/kitchen spaces, restrooms, and roofing upgrades. Interior renovations alone were estimated at \$1.3 million, with kitchen upgrades ranging from \$465,000 to \$825,000. Bonneville's infrastructure upgrades (mold abatement, HVAC, ADA compliance, septic) also helped shape the infrastructure, commercial kitchen updates, interior, and ADA compliance and fire safety modernization used for the LCC projections.

**Pine Lodge Correctional Center (WA):** In-state precedent for reusing correctional infrastructure. Startup costs for vocational and community services were estimated between \$4.2 million and \$5.8 million, with targets for operational sustainability by Year 4. These figures align with the LCC's vocational program assumptions and long-term reuse planning.

**Buena Vista Reentry Center (CO):** A forestry-based reuse model with annual operations supported by the Colorado Department of Natural Resources. Annual costs ranged from \$1.7 million to \$2.5 million. These figures helped inform the LCC's projected operational ranges, especially for conservation and training programs, serving as a marker of alignment with the estimated LCC Capital Investment Costs.

**Sky Valley and Spokane County (WA):** These outdoor range developments provided adjusted cost profiles for range elements at the LCC. Sky Valley's full project costs exceeded \$37 million, but the LCC multi-purpose vision omits virtual ranges, indoor ranges or shoot houses, and EVOC tracks. The scale-adjusted costs for the LCC's outdoor components, lanes, berms, shelters, signage, and grading, were refined to \$2.10 million–\$6.27 million.

**Ventura Training Center (CA):** Converted from a correctional facility to a fire training and conservation program for formerly incarcerated individuals. Initial capital investment exceeded \$6.4 million, with ongoing programmatic support from CAL FIRE and FEMA. This model demonstrates the feasibility of aligning corrections-adjacent infrastructure with workforce development and land stewardship outcomes.

Figure 20 - Camp Bonneville, WA



Figure 21 - Pine Lodge, WA



Figure 22 - Buena Vista Correctional Complex, CO



Figure 23 - Spokane County Sheriff's Office, WA



Figure 24 - Ventura Training Center, CA



**DOC and DNR Operating Baselines:** Historic DOC records for the LCC place prior full-capacity annual operations at \$4.2 million–\$5 million, excluding snow removal and new staffing. DNR estimates place minimum holding costs for the unused site with a skeleton crew maintaining it at \$2 million–\$2.5 million annually, including wastewater operations, basic maintenance, and limited security. This baseline was critical in establishing the opportunity cost of non-reuse.

These benchmark sources validate both capital and operational cost assumptions in the repurposing scenarios. They also offer transparency and credibility to decision-makers by anchoring projections in real-world precedents and agency-verified figures.

## Task Force Recommendations

After extensive deliberation, technical analysis, and community engagement, the LCC Task Force prioritizes the pursuit of a **multipurpose facility** model as the preferred future use of the LCC site.

This recommendation reflects a strategic synthesis of feasibility, fiscal responsibility, and long-term community benefit. The Task Force weighed multiple single-use and limited-use options throughout the project—examining potential models such as standalone firefighting academies, training facilities, conservation centers, and youth programs. No single entity expressed the willingness or financial capacity to independently assume full ownership and operational responsibility for the site. While each concept offered isolated benefits, none independently addressed the full scope of regional needs identified during community sensing sessions and environmental scans.

The multipurpose model overcomes these limitations by integrating complementary uses—vocational education, public safety training, social services, environmental stewardship, and youth development—under a shared, collaborative governance framework. This approach not only maximizes the public’s return on existing infrastructure investment but also diversifies the site’s revenue streams, operational partnerships, and community impacts, making it far more resilient than any single-focus alternative.

In addition to maximizing long-term utility and programmatic value, repurposing the site helps preserve public investment by preventing deterioration and vacancy. Leaving the facility unused would risk it becoming a source of blight—inviting vandalism, illegal dumping, and safety hazards—which in turn can degrade neighboring property values, create legal liabilities, and erode public trust. By transforming the LCC into an actively used, multipurpose facility, the Task Force offers a proactive solution that protects the surrounding community and maintains the integrity of the site as a civic asset.

Importantly, the multipurpose model is aligned with the Task Force’s own core priorities: ensuring financial sustainability, advancing practical feasibility, improving public safety, promoting environmental stewardship, and strengthening community health outcomes.

While challenges remain—including finalizing governance structures, securing phased investment, and coordinating cross-sector operations across multiple partners—the Task Force strongly believes these are surmountable with clear planning, committed partnerships, and phased implementation.

While the Task Force recommends pursuing the multipurpose facility model, it is important to recognize that any future use of the LCC site must also address the broader land management and environmental obligations associated with the property. Given that the site is leased from DNR, its long-term stewardship must be thoughtfully considered—whether through reuse, phased redevelopment, or, if necessary, reversion to its original forested state. The following section examines the baseline land management requirements, restoration obligations, and strategic trade-offs that must be evaluated alongside any reuse decision.

## 6.0 Task Force Final Conclusions

The closure of the LCC presented a complex set of challenges and opportunities for the state of Washington. It demanded a rigorous, transparent, and community-centered process to determine the highest and best future use of a valuable public asset.

Throughout a year-long process, the LCC Task Force engaged in a structured and deliberate effort to weigh the facility’s future potential against the practical realities of site conditions, legal obligations, financial feasibility, and regional community needs. The work of the Task Force was grounded in four primary stages: site evaluation and baseline discovery, sensing session interviews and engagement with interested parties, prioritization and concept testing, and ultimately, integrated solution development and refinement.

### Legislative Proviso and Task Force Prioritization

#### Legislative Charge (Budget Proviso)

The LCC Task Force was convened pursuant to Section 905 of Engrossed Substitute Senate Bill 5950 (2023–2025), which directed the Washington State Office of Financial Management (OFM) to:

“Convene a task force to identify, plan, and make recommendations on the future use of the LCC property and facilities to an alternate use. The task force shall report its findings and a prioritized list of recommendations to the governor and the fiscal committees of the legislature by June 30, 2025.”

Table 10 shows the final prioritized list of uses the Task Force developed for the LCC.

**Table 10 - Task Force Formal Prioritized List of Uses**

Rank	Reuse Concept	Total Score
<b>1</b>	Multipurpose Facility	35
<b>2</b>	Outdoor Education Center	15
<b>3</b>	Sheriff’s Office Training Center	14
<b>4</b>	Outdoor Sports Camp	8
<b>5</b>	Fire Training Center	7
<b>6</b>	Plant Harvest Program	6
<b>7 (tie)</b>	Residential Substance Abuse Treatment Center	5
<b>7 (tie)</b>	Behavioral Health Support Services	5
<b>9 (tie)</b>	Outdoor Recreation Hub	3
<b>9 (tie)</b>	Facility for Unhoused Populations	3
<b>11</b>	Return to DOC for Reuse	2
<b>12</b>	Return to DNR for Forest Restoration	1

## Final Recommendations

Based on its analysis and deliberations, the LCC Task Force reached the following conclusions:

### Support for a Multipurpose Facility Model

The Task Force strongly agreed that repurposing the LCC into a multipurpose facility best aligned with regional needs and interested party feedback. The integrated model was seen as the most responsive way to address multiple community priorities, including wildfire preparedness, workforce development, youth engagement, and environmental stewardship.

### Prioritization of Key Program Areas

Across multiple meetings and discussions, Task Force members consistently emphasized the importance of focusing programmatic efforts on:

- Wildfire prevention education and forestry/land stewardship
- Youth development and outdoor leadership programming
- Vocational training aligned with regional workforce needs
- Community-based social services and behavioral health
- Public safety and law enforcement training (especially in forested or rural terrain)
- Environmental education and natural resource restoration initiatives

### Acknowledgement of the Limitations of Single-Use Solutions

The Task Force carefully considered single-use ideas (e.g., a standalone fire training center or youth camp) but determined that no single concept would sufficiently meet the site's operational demands, funding realities, or broader community needs.

### Understanding Baseline Costs - Tradeoff Between Ecological and Economic Returns

The Task Force acknowledged that while returning the site to forestland could offer long-term ecological benefits, including carbon capture and habitat restoration, the estimated \$11 million–\$15 million cost to demolish infrastructure and fulfill lease conditions represents a significant near-term public investment. Compared to that, repurposing the facility offers a more immediate and multifaceted return—preserving public assets, generating economic activity, and delivering community-serving programs across workforce training, youth engagement, and environmental stewardship.

### Support for Pursuing Strategic Partnerships

Task Force discussions acknowledged that future success will require collaboration between state agencies, educational institutions, nonprofits, and the Cowlitz Indian Tribe. While the Task Force did not formally designate governance or ownership models, it supported the idea that shared investment and partnerships would enhance operational feasibility.

### Recognition of Remaining Implementation Challenges

The Task Force understood that issues such as detailed phasing, governance structure, grant-seeking, and capital funding strategies were beyond the group's scope and would require further development by responsible agencies or future working groups.

Ultimately, the LCC represents a strategic choice between two futures:

- **Reversion to Forest:** Aligns with environmental stewardship values, meets Department of Natural Resources (DNR) standards, and supports long-term ecological goals; however, it results in high upfront costs and minimal ongoing economic return, and offers limited direct benefits to the surrounding community.
- **Multipurpose Reuse:** Requires greater short-term coordination and investment but preserves infrastructure, leverages existing assets, and drives measurable social, economic, and environmental benefits for Clark County and Washington state.

The Task Force believes that these choices must be weighed transparently, with full acknowledgement of the costs, benefits, and trade-offs involved.

The decision before policymakers is not simply one of funding—it is one of vision for the future of public land stewardship and community investment in Clark County and the surrounding region.

Ultimately, the “Multipurpose Facility” model represents a rare opportunity to transform a decommissioned correctional facility into a platform for public good: one that strengthens the workforce, promotes resilience, protects the environment, supports vulnerable populations, and reaffirms stewardship of the land for future generations.

The Task Force urges decision-makers to view the proposed multipurpose facility as a forward-looking investment—one that strengthens Clark County, supports shared priorities, and honors public stewardship.



# Appendix A – Facility Photos

\*All of the photos in Appendix A are referenced from the DOC 2023 Conditions Assessment Report, generated on October 13, 2023.

## LCC - Auto / Maintenance Shop



<b>Portfolio</b>	Department of Corrections
<b>Address</b>	15314 NE Dole Valley Rd
<b>ModelType</b>	Building
<b>Size</b>	7,000 Sq.Ft.
<b>Site Size</b>	0.00 Sq.Ft.
<b>Construction Year</b>	2002
<b>Template</b>	Maintenance Shop / Garage
<b>Current Replacement Value</b>	\$1,636,658
<b>Description</b>	

## LCC - Control Building



<b>Portfolio</b>	Department of Corrections
<b>Address</b>	15314 NE Dole Valley Rd
<b>ModelType</b>	Building
<b>Size</b>	3,759 Sq.Ft.
<b>Site Size</b>	0.00 Sq.Ft.
<b>Construction Year</b>	1997
<b>Template</b>	Corrections Building: Admin / Multi-Purpose
<b>Current Replacement Value</b>	\$1,734,642
<b>Description</b>	Major renovation year: 2002.

## LCC - DNR Boot Room



<b>Portfolio</b>	Department of Corrections
<b>Address</b>	15314 NE Dole Valley Rd
<b>ModelType</b>	Building
<b>Size</b>	1,800 Sq.Ft.
<b>Site Size</b>	0.00 Sq.Ft.
<b>Construction Year</b>	2010
<b>Template</b>	Ancillary Building
<b>Current Replacement Value</b>	\$254,728
<b>Description</b>	



## LCC - EFV Duplex / Issue Room



<b>Portfolio</b>	Department of Corrections
<b>Address</b>	15314 NE Dole Valley Rd
<b>ModelType</b>	Building
<b>Size</b>	2,688 Sq.Ft.
<b>Site Size</b>	0.00 Sq.Ft.
<b>Construction Year</b>	2001
<b>Template</b>	Extended Family Visit (EFV)
<b>Current Replacement Value</b>	\$678,093
<b>Description</b>	Major renovation year: 2005.

## LCC - Elkhorn Living Unit



<b>Portfolio</b>	Department of Corrections
<b>Address</b>	15314 NE Dole Valley Rd
<b>ModelType</b>	Building
<b>Size</b>	26,370 Sq. Ft.
<b>Site Size</b>	0.00 Sq. Ft.
<b>Construction Year</b>	1997
<b>Template</b>	Corrections Building: Housing - General
<b>Current Replacement Value</b>	\$12,817,803
<b>Description</b>	Major renovation year: 2009.

## LCC - Gymnasium



<b>Portfolio</b>	Department of Corrections
<b>Address</b>	15314 NE Dole Valley Rd
<b>ModelType</b>	Building
<b>Size</b>	5,000 Sq.Ft.
<b>Site Size</b>	0.00 Sq.Ft.
<b>Construction Year</b>	1957
<b>Template</b>	Recreation Center
<b>Current Replacement Value</b>	\$2,030,441
<b>Description</b>	



## LCC - Laundry / DT Training Room



<b>Portfolio</b>	Department of Corrections
<b>Address</b>	15314 NE Dole Valley Rd
<b>ModelType</b>	Building
<b>Size</b>	4,130 Sq.Ft.
<b>Site Size</b>	0.00 Sq.Ft.
<b>Construction Year</b>	1995
<b>Template</b>	Warehouse / Storage <20k Sq. Ft.
<b>Current Replacement Value</b>	\$838,572
<b>Description</b>	

## LCC - Kitchen & Dining



<b>Portfolio</b>	Department of Corrections
<b>Address</b>	15314 NE Dole Valley Rd
<b>ModelType</b>	Building
<b>Size</b>	10,240 Sq.Ft.
<b>Site Size</b>	0.00 Sq.Ft.
<b>Construction Year</b>	1977
<b>Template</b>	Kitchen / Dining
<b>Current Replacement Value</b>	\$4,536,373
<b>Description</b>	Major renovation year: 1996.

## LCC - Program / Medical / Dental Building



<b>Portfolio</b>	Department of Corrections
<b>Address</b>	15314 NE Dole Valley Rd
<b>ModelType</b>	Building
<b>Size</b>	15,900 Sq.Ft.
<b>Site Size</b>	0.00 Sq.Ft.
<b>Construction Year</b>	1956
<b>Template</b>	Programs & Services / Education Center
<b>Current Replacement Value</b>	\$7,337,274
<b>Description</b>	Major renovation year: 1998.



## LCC - Maintenance Office/Boiler



<b>Portfolio</b>	Department of Corrections
<b>Address</b>	15314 NE Dole Valley Rd
<b>ModelType</b>	Building
<b>Size</b>	2,890 Sq.Ft.
<b>Site Size</b>	0.00 Sq.Ft.
<b>Construction Year</b>	1956
<b>Template</b>	Central Plant
<b>Current Replacement Value</b>	\$5,334,521
<b>Description</b>	Major renovation year: 1996.

## LCC - Maintenance Storage Building



<b>Portfolio</b>	Department of Corrections
<b>Address</b>	15314 NE Dole Valley Rd
<b>ModelType</b>	Building
<b>Size</b>	630 Sq.Ft.
<b>Site Size</b>	0.00 Sq.Ft.
<b>Construction Year</b>	1998
<b>Template</b>	Ancillary Building: <1k Sq. Ft.
<b>Current Replacement Value</b>	\$65,897
<b>Description</b>	

## LCC - Rec Building



<b>Portfolio</b>	Department of Corrections
<b>Address</b>	15314 NE Dole Valley Rd
<b>ModelType</b>	Building
<b>Size</b>	10,546 Sq.Ft.
<b>Site Size</b>	0.00 Sq.Ft.
<b>Construction Year</b>	1956
<b>Template</b>	Recreation Center
<b>Current Replacement Value</b>	\$4,282,605
<b>Description</b>	Confirm: Date Built, Floors



## LCC - Silverstar Living Unit



<b>Portfolio</b>	Department of Corrections
<b>Address</b>	15314 NE Dole Valley Rd
<b>ModelType</b>	Building
<b>Size</b>	26,284 Sq.Ft.
<b>Site Size</b>	0.00 Sq.Ft.
<b>Construction Year</b>	1996
<b>Template</b>	Corrections Building: Housing - General
<b>Current Replacement Value</b>	\$12,776,001
<b>Description</b>	Major renovation year: 2009. Added new dayroom and one additional shower for 6 of 8 restrooms.

## LCC - Turtle BLDG



<b>Portfolio</b>	Department of Corrections
<b>Address</b>	15314 NE Dole Valley Rd
<b>ModelType</b>	Building
<b>Size</b>	792 Sq.Ft.
<b>Site Size</b>	0.00 Sq.Ft.
<b>Construction Year</b>	1993
<b>Template</b>	Ancillary Building: <1k Sq. Ft.
<b>Current Replacement Value</b>	\$82,842
<b>Description</b>	Major renovation year: 2014.

## LCC - Warehouse with IT Office



<b>Portfolio</b>	Department of Corrections
<b>Address</b>	15314 NE Dole Valley Rd
<b>ModelType</b>	Building
<b>Size</b>	8,927 Sq.Ft.
<b>Site Size</b>	0.00 Sq.Ft.
<b>Construction Year</b>	1996
<b>Template</b>	Warehouse / Storage <20k Sq. Ft.
<b>Current Replacement Value</b>	\$1,812,575
<b>Description</b>	Major renovation year: 2004.



## LCC - Water Control & Distribution Building



<b>Portfolio</b>	Department of Corrections
<b>Address</b>	15314 NE Dole Valley Rd
<b>ModelType</b>	Building
<b>Size</b>	120 Sq.Ft.
<b>Site Size</b>	0.00 Sq.Ft.
<b>Construction Year</b>	2003
<b>Template</b>	Waste / Water: Shed / Pump House
<b>Current Replacement Value</b>	\$15,505
<b>Description</b>	

## LCC - Wastewater Treatment Facility



<b>Portfolio</b>	Department of Corrections
<b>Address</b>	15314 NE Dole Valley Rd
<b>ModelType</b>	Building
<b>Size</b>	2,352 Sq.Ft.
<b>Site Size</b>	0.00 Sq.Ft.
<b>Construction Year</b>	1998
<b>Template</b>	Waste / Water: Treatment Building
<b>Current Replacement Value</b>	\$361,788
<b>Description</b>	Major renovation year: 2009.

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