



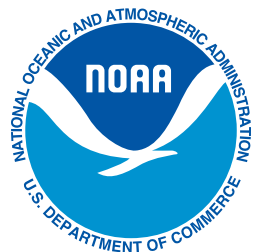
# A FACILITY STRATEGY FOR OLYMPIC COAST NATIONAL MARINE SANCTUARY

NOAA'S OFFICE OF NATIONAL MARINE SANCTUARIES

FACILITY PROGRAMMING AND CONSULTING  
FINAL - APRIL 2012



FACILITY  
PROGRAMMING  
AND CONSULTING



## Foreword

**N**OAA's Office of National Marine Sanctuaries (ONMS) has engaged Facility Programming and Consulting (FPC) to prepare a Facility Strategy for the Olympic Coast National Marine Sanctuary (OCNMS) in Washington. The strategy serves as a guide for establishing new and updated facilities in the sanctuary.

## Superintendent's Message to Readers

The Olympic Coast National Marine Sanctuary (sanctuary), which is connected to both the Big Eddy Ecosystem and the California Current Large Marine Ecosystem, is one of North America's most productive marine regions and spectacular, undeveloped shorelines. It is a place that inspires awe and a strong sense of connection between land and the ocean. It reveals the intertwined relationship between people and the sea, in the past and into the future. Passing along a healthy ocean to future generations requires a commitment to study and learn about its many faces, educate each other on its wonders and vulnerabilities, and most importantly, to promote personal and collective stewardship to ensure its protection.

How we go about doing this changes over time as pressures and opportunities shift. It is imperative that we periodically refresh our vision to ensure that we remain relevant and focused. Through extensive dialogue and the collective work of many people over the past two year, our goals and strategies have been refined into a new sanctuary management plan. This blueprint for the future focuses on the most critical issues facing the sanctuary, identifies actions and strategies for ensuring the sanctuary's health, and outlines new partnerships and opportunities in research, resource protection and education. Just as strong as the programmatic elements of the new management plan is our commitment to working closely with the public, local communities, tribes, and resource management partners.

*The Facility Strategy for Olympic Coast National Marine Sanctuary* is especially timely in that it articulates a vision and strategy for facilities that support the sanctuary's mission and the new management plan. It provides a bridge from the sanctuary's programmatic aspirations to the nuts and bolts of everyday operations in terms of facilities, infrastructure and exhibits. I predict that the coming years will be filled with excitement as we work together to make this grand vision a reality.

*Carol Bernthal, Sanctuary Superintendent*

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# FOREWORD

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## Acknowledgements

A significant commitment was made by many individuals in order to create this document. Their participation is greatly appreciated. Their names are listed below in alphabetical order within each group.

### Office of National Marine Sanctuaries

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Betsy Wharton Vice President, Board of Directors

OCNMS would also like to thank those that attended the public workshops and their contribution to this document.

## Terms and Abbreviations

Many terms used in this document have been abbreviated. Following is a list of the common abbreviated terms used throughout.

<b>ASF</b>	Assignable Square Feet
<b>FMLC</b>	Feiro Marine Life Center
<b>FPC</b>	Facility Programming and Consulting
<b>GBCI®</b>	Green Building Certification Institute
<b>GSF</b>	Gross Square Feet/Foot
<b>IPC</b>	Intergovernmental Policy Council
<b>LEED®</b>	Leadership in Energy and Environmental Design
<b>MCRC</b>	Makah Cultural and Research Center
<b>MOA</b>	Memorandum of Agreement
<b>NOAA</b>	National Oceanic and Atmospheric Administration
<b>NPS</b>	National Park Service
<b>OCDC</b>	Olympic Coast Discovery Center
<b>ONP</b>	Olympic National Park
<b>ONRC</b>	Olympic Natural Resources Center
<b>ONMS</b>	Office of National Marine Sanctuaries
<b>O&amp;M</b>	Operations and Maintenance
<b>OCNMS</b>	Olympic Coast National Marine Sanctuary
<b>PA</b>	Port Angeles
<b>POR</b>	Program of Requirements
<b>ROV</b>	Remotely Operated Vehicle
<b>SF/Sq. Ft.</b>	Square Feet/Foot
<b>USCG</b>	United States Coast Guard



## Introduction

The Facility Strategy for Olympic Coast National Marine Sanctuary (OCNMS) serves as a guide for future facility planning related to the sanctuary. This future facility planning aims to raise the level of public understanding and appreciation in the role and mission of OCNMS in the Olympic Peninsula. As the sanctuary's potential continues to evolve, its facilities should also change in order to continually support the sanctuary mission of outreach, education, research, management, and resource protection.

The sanctuary's many strong partnerships create an opportunity to improve facilities which are equipped to better meet the mission of the sanctuary in collaboration with others.



Orca Whale

## OCNMS Mission

*To protect the Olympic Coast's natural and cultural resources through responsible stewardship, to conduct and apply research to preserve the area's ecological integrity and maritime heritage, and to promote understanding through public outreach and education.*

## Purpose of this Document

The purpose of this document is to create a vision and strategy for facilities that support the sanctuary mission and the OCNMS management plan. As sanctuary programs continue to grow and mature, the current spaces have become inadequate in size and function. This has created a situation where the facilities are unable to fully support the long-term ONMS vision, mission, and goals. The sanctuary is implementing expanded outreach and research opportunities that must be supported with the right facility infrastructure. The current facilities, while they have served the sanctuary well in the past, are too small and too disjointed to fully support program objectives in the future.

## Partnering Opportunities

The sanctuary partners with many other organizations in the region, as outlined in Chapter Six of this document. Now is a pivotal time for OCNMS to further explore opportunities to partner with these peer organizations on new or expanded facilities, both in Port Angeles and throughout the Olympic Peninsula. In the past few years, several of these partners have taken, or have considered taking, steps to initiate future improvements to facilities, interpretive studies, and infrastructure. In particular, the Feiro Marine Life Center recently completed a long-term strategic plan and feasibility study in 2012 to consider options for a facility meeting their expanding program



# EXECUTIVE SUMMARY

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requirements. Additionally, the city of Port Angeles has begun implementation of a conceptual waterfront master plan that aims to make extensive improvements to the City’s waterfront that will revitalize the downtown Port Angeles coast line and transform the experience for both visitors and residents. Olympic National Park and the U.S. Fish and Wildlife Service have recently issued similar planning studies that also identify opportunities for partnering on facilities and exhibits along the outer coast. These are just a few of the multiple opportunities for facility and exhibit partnerships that exist both in Port Angeles and at the outer coast. With the forward movement of these initiatives as well as that of other sanctuary partners, the momentum is present to implement a possible facility partnership that will support the sanctuary’s mission.



*Bubblegum Coral*

## Recommendations

The long-term vision related to facilities, infrastructure, and exhibits includes expanding sanctuary operations and participating with partners throughout the Olympic Peninsula. In Port Angeles, the goal is to create a consolidated facility that provides the spaces required to better support the sanctuary mission and increase visibility of OCNMS. The preferred solution would create an educational “campus” with multiple partners sharing spaces in a one-of-a-kind marine community that would highlight marine education, conservation messages, as well as the science and research aspect of the sanctuary. The campus would place the sanctuary in collaboration with multiple partners, allowing the sanctuary to grow programs, outreach, and education while maintaining a unique identity. This campus could be in one physical location, or it could be a “virtual campus” that satellite facilities in multiple locations.

In addition to the vision for facilities within the city of Port Angeles, this document presents facility and exhibit recommendations to implement new or upgraded facilities at various locations throughout the outer coast to improve operations and visibility, including opportunities for an interpretive partnership at Kalaloch, vessel support and lodging in La Push, and facility improvements in Neah Bay. OCNMS also aims to develop an interpretive presence at key “touch points” in coastal areas and tourist destinations throughout the Olympic Peninsula with interpretive signs and exhibits. These locations are outlined in the recent *Olympic Coast National Marine Sanctuary South Coast Conceptual Interpretive Plan*, a document that highlights specific interpretive planning for coastal areas of the sanctuary. The sanctuary also looks to provide a presence in the southern sanctuary through a satellite or field office that would make this area more accessible and bring the OCNMS message to the entire region.

It is important to note that financial resources are not currently

available for any specific projects, but this document sets the stage for, and presents the background for the ultimate goal of expanding, enhancing, and improving the physical and programmatic presence in Port Angeles and the outer coast.

It is the recommendation of this study that OCNMS use the findings contained in this report to achieve the following:

1. To understand and agree upon the physical needs of the sanctuary and how those needs might fit into a multi-agency campus. These include the facilities, infrastructure, exhibits, and other resources, that are appropriate for the future of the sanctuary,
2. To use this report to demonstrate to potential partners that the sanctuary is serious about affecting change to its own facilities, and is ready to move forward. The sanctuary wants this change to contribute to other possible improvements in Port Angeles and the outer coast as appropriate.
3. To clarify to potential partners, that while the sanctuary is very serious about moving forward as a willing participant, it does not have the financial resources to build or develop any improvements. In other words, the sanctuary needs to be a “tenant” as opposed to being a “developer” or “landlord”.
4. To move forward with “Phase Two” of the planning to create a detailed Program of Requirements (POR). The purpose of a detailed POR is to clearly define the needs of the sanctuary along with all other partners who want to participate in a future campus. The POR will define the physical needs of each partner agency, and will uncover opportunities for sharing and cost savings between agencies - before design begins. The POR will also define the criteria to evaluate possible options as they are identified, and will serve as the “recipe” or “set of criteria” that future architects and engineers will use to design the project that is ultimately agreed to.
5. Prepare a Memorandum of Agreement (MOA) with any partner voicing a desire to be included in the Phase Two planning. Any partner who wants to be included in the potential “campus” or other projects will contribute to funding the POR to demonstrate a seriousness for being included in the planning.



*Tiger Rockfish*

## Project Objectives and Goals

### Objectives Related to the Planning Process

- Develop a framework for decision-making related to facilities and exhibits that results in clearly defined recommendations for

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short and long-term solutions.

- Encourage a strategic view on priorities and a clear understanding of how opportunities presented through partnerships can meet identified sanctuary needs.
- Use the planning as a chance to align the sanctuary's long-term vision for facilities with those of partners.
- Don't focus on a specific solution - be dynamic, opportunistic, and open to a variety of options.
- Create an open process that will withstand public scrutiny and respond to the specific interests of each partner and to the interests of the community in general.

## Goals for OCNMS Facility Improvements:

- Identify the requirements of the sanctuary throughout the region, including Port Angeles, coastal areas, and the southern sanctuary.
- The facility should serve the public, both local community and the many tourists to the Olympic Peninsula;
- Raise level of public understanding and appreciation for the role and mission of OCNMS in the Olympic Peninsula.
- Root the facility or campus in the local community and what the community needs; make it extraordinary and something that is valued by the community.
- Play on the uniqueness of the Olympic Peninsula.
- Feature the science and the marine research that is being done at the sanctuary.
- The facility should provide the capability to demonstrate to and educate the youth of the community.
- Contribute to ocean literacy among youth, community, and visitors.
- Reduce operating costs and become more efficient and sustainable.

## Summary of Requirements and Cost

A preliminary evaluation of the sanctuary's requirements has identified the following long range needs for facilities in Port Angeles:

- 13,200 assignable sq. ft.
- 20,300 gross sq. ft.

(Assignable sq. ft. is only the space that is actually used for people and programs, such as the space within the walls of a laboratory, whereas gross sq. ft. includes all space in a building including

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restrooms, stairs, hallways, etc. The ratio between assignable and gross sq. ft. used in this report is 65 percent.)

This projected need for additional space can logically be phased with approximately two thirds of the space needed now, and the remaining one third as a future expansion. In addition to these requirements, there will also be a need to examine improvements for vessel moorage in Port Angeles and La Push if a new research vessel is constructed.

This need for space compares to the following existing sanctuary facilities in Port Angeles:

- 3,750 assignable sq. ft. offices on the second and third floor of The Landing Mall
- 800 assignable sq. ft. Olympic Coast Discovery Center on the second floor of The Landing Mall
- 2,600 gross sq. ft. of warehouse space

Other requirements include the projected need for a satellite office in the south sanctuary of 1,600 assignable sq. ft.<sup>1</sup>, as well as providing bunking space in La Push (600 assignable sq. ft.<sup>1</sup>) and replacing support space in Neah Bay (600 assignable sq. ft.<sup>1</sup>). Existing vessel support in Neah Bay and La Push need upgrades or replacement when the new vessel is acquired. Various interpretive opportunities have also been determined by OCNMS in the outer coastal areas of the sanctuary.

There are five categories of cost to be accommodated:

- **Construction** (*will be amortized by the developing partner through a lease*): This cost category is too broad to define at this time because it is affected by many factors. For example:
  - There is the potential for space saving brought about by sharing space on a campus with partners (classroom, meeting space, visitor center, etc.), thereby reducing the amount of total space that needs to be built.
  - Also, the range of possible solutions is too broad to estimate at this time, without including partners into the discussion. Examples range from new construction, “from the ground up,” to interior improvements in existing vacant buildings. Each of these solutions has the potential to vary widely in cost.
- **Operations and Maintenance (O&M)**: O&M costs after move-in are almost always more costly than initial costs associated with construction. O&M costs may or may not be included in the lease. This document contains information about O&M costs at other NOAA facilities.

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<sup>1</sup> All space figures have been rounded.

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- ***Kiosks, Signs, and Exhibits:*** All marine sanctuaries, including OCNMS, use kiosks, signs, and exhibits to get their message to the public. OCNMS looks to expand their reach through signs and exhibits both in Port Angeles and on the outer coast. This document contains information about this category of costs at other sanctuaries.
- ***Staffing:*** It takes additional personnel to staff and operate enlarged facilities and satellite offices. This report only defines the scope of facilities needed, but the cost to employ required personnel is significant.
- ***Other Related Costs:*** There are usually “collateral” projects and costs that need to be included in planning. Examples of collateral projects include the costs associated with docking a new research vessel at La Push, and the costs to provide satellite facilities in the southern sanctuary, and bunking accommodations and vessel support in La Push and Neah Bay.

The next round of planning (Phase Two) should develop a budget that addresses each of these cost categories.

**Background**

**2**

## Introduction

Olympic Coast National Marine Sanctuary (OCNMS) is located in Washington's Olympic Peninsula. The sanctuary is headquartered in Port Angeles, approximately 80 miles west of Seattle, in a leased office space on the third floor of The Landing Mall. The Olympic Coast Discovery Center (OCDC) is located on the second floor of The Landing Mall. OCNMS is looking to improve facilities and infrastructure through a strategic partnership, thus improving operations and mission.

## About OCNMS

The National Marine Sanctuary System collectively consists of 13 sanctuaries and one marine national monument. These sanctuaries are grouped into four regions, including the West Coast Region. The OCNMS is part of the ONMS' West Coast Region, which also includes:

- Channel Islands National Marine Sanctuary
- Monterey Bay National Marine Sanctuary
- Gulf of the Farallones National Marine Sanctuary
- Cordell Bank National Marine Sanctuary



OCNMS includes 2,408 square nautical miles of marine waters off the rugged Olympic Peninsula coastline. The sanctuary extends 25 to 40 miles seaward, covering much of the continental shelf and several major submarine canyons. The sanctuary protects a

# BACKGROUND

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productive upwelling zone - home to marine mammals and seabirds. Along its shores are thriving kelp and intertidal communities, teeming with sea life. In the darkness of the seafloor, scattered communities of deep sea coral and sponges form habitats for fish and other important marine wildlife.

In addition to important ecological resources, the sanctuary has a rich cultural and historical legacy. Over two hundred shipwrecks are documented in the sanctuary. In addition, the vibrant contemporary communities of the Hoh Tribe, Makah Tribe, Quileute Tribe, and Quinault Nation add to the cultural past and future of the sanctuary.

Over three million people visit the Olympic National Park each year and over one million of those visitors go to the coast, drawn by breathtaking scenery, outdoor activities, and the opportunity to learn more about nature and Native American cultures.

## OCNMS Future Initiatives

The OCNMS Management Plan outlines future goals of the sanctuary:

- Fulfill treaty trust responsibility.
- Achieve effective collaborative and coordinated management.
- Conduct collaborative research, assessments, and monitoring to inform ecosystem-based management.
- Improve ocean literacy.
- Conserve natural resources in the sanctuary.
- Understand the sanctuary's cultural, historical, and socioeconomic significance.

This long-term facility strategy aims to assist ONMS and OCNMS in aligning their facilities to the goals and associated action plans outlined in the management plan.

## Current Facilities

The OCNMS covers a vast portion of the Olympic Peninsula's coastline. Much of this area is remote with limited access to the sanctuary. While Port Angeles is not located directly on the sanctuary's coastline, it makes sense to designate it as the center of operations because it makes up the population base of the area and is the home to many partners, along with state and federal organizations. In addition to the headquarters in Port Angeles, the sanctuary has several satellite locations that help to bridge the distance between Port Angeles and the sanctuary. Current facilities have been adequate, but a new strategic plan for facilities is needed. There is an opportunity to reach more people and establish a stronger presence along the sanctuary's coast and in the southern sanctuary areas.





*The Landing Mall, which houses the administrative headquarters and the Olympic Coast Discovery Center.*



*The Olympic Coast Discovery Center sees approximately 15,000 visitors per season.*

## Port Angeles

The administrative headquarters for OCNMS are located on the third floor of The Landing Mall, a waterfront commercial property in Port Angeles. The Landing is located in Port Angeles's downtown waterfront, near the U.S. terminal point for ferries. This ferry landing provides daily trips to Victoria, British Columbia, allowing the sanctuary access to thousands of visitors. This location was a result of the previous Long Range Facility Study completed in 2002 which resulted in the sanctuary moving from the basement of the Port Angeles federal building to this location. This was meant to be a "short-term" solution for the sanctuary until a more permanent consolidated facility could be implemented.

The 3,750 Sq. Ft. office space in The Landing houses a majority of the sanctuary's staff. As the sanctuary's facility needs have grown, the current office space has become somewhat inadequate to support the sanctuary. For example, the current office space lacks meeting/classroom space, has no room for expansion, and has limited storage for the specialized equipment and educational materials used by the sanctuary. In addition to the administrative offices on the third floor, the OCDC is located on the second floor along with some additional office and meeting space. The 800 Sq. Ft. visitor center features the habitats of the OCNMS and research in the sanctuary is open Memorial Day through Labor Day, and by appointment. The discovery center is small with no room for new or changing exhibits, large groups, and the location has limited visibility. Additionally, signage to the OCDC is limited, making it somewhat difficult to find.

The site leases a 2,600 Sq. Ft. warehouse space, which is used for vessel support, a makeshift wet lab, and storage. This space is located approximately 15 minutes away from the administrative office, which results in extra time and travel expenses. The site would benefit from proper wet and dry lab space to support research endeavors. In addition, the sanctuary has a year-round leased moorage from the port of Port Angeles.

It would be the ideal for the sanctuary to consolidate its Port Angeles operations into one location, with Administration, Visitor Center, and Warehouse/Vessel Support space in one location. In addition to Port Angeles, OCNMS has the following satellite operations. Chapter Four contains additional information about the sanctuary's existing facilities.

## La Push

The OCNMS research vessel, the 38-foot *R/V Tatoosh*, is operated out of a marina in La Push for the research season (the moorage is rented seasonally). La Push is approximately a 90 minute drive from the administrative headquarters in Port Angeles, and is located on the

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*The vast span of the sanctuary along the coastline makes it difficult to reach all areas.*

Quileute Tribal reservation. Due to the age and condition of the *R/V Tatoosh*, a new vessel has been designed for the sanctuary, but is not yet funded or constructed. When the new vessel is acquired, the site will need to consider new docking to accommodate the size of the new vessel (61-foot catamaran) and to improve navigation and access to the marina, which is managed by the Quileute Tribe. Because most of the research missions are based out of La Push, bunking capability would be beneficial in supporting the research crew on extended trips. The sanctuary currently pays for crew lodging at the Olympic Natural Resources Center (ONRC) in Forks, which is a 35 minute drive from La Push. When ONRC lodging is not available staff stay at motels in Forks.

## Neah Bay

Neah Bay, located on the Makah Reservation, is approximately a two hour drive from Port Angeles. The sanctuary utilizes one single-wide trailer in Neah Bay on the U.S. Coast Guard (USCG) station there (through an agreement with the USCG). The trailer is used as a base of operations in Neah Bay when the sanctuary operates the *R/V Tatoosh* during research missions. Due to the size of the sanctuary, the sanctuary needs several satellite locations for housing, storage, operations and educational and interpretation. The USCG allows OCNMS to moor the *R/V Tatoosh* at their facility on a space available

basis, and OCNMS pays for day-to-day moorage from the Port of Neah Bay, managed by the Makah Tribe, as needed.

The sanctuary historically operated a small staffed store-front visitor center at the Neah Bay Marina, and currently has an active partnership with the Makah Cultural and Research Center (MCRC) to run a cooperative interpretive program. A Makah Tribal employee provides guided walks to Cape Flattery, which has over 40,000 visitors per year, and also supports interpretation at the Makah Museum in Neah Bay. The sanctuary also collaborates with MCRC on cultural resource issues and projects.



*The first public workshop brought many of the sanctuary's partners together to discuss the shared vision for sanctuary facilities. (Source: FPC)*

## Project Process

***Preliminary Information Collection and Community Visioning Workshop One.*** This task included on-site interviews and tours with potential partners and OCNMS staff. Meetings with potential partners and stakeholders provided the opportunity to discuss big picture issues, programs, relationships and potential synergies. Fact-finding interviews with each sanctuary department were conducted to learn about the programmatic needs and projected growth. This phase evaluated a range of possible alternatives including physical locations, types of facility, opportunities for sharing, current shortfalls, and a time for visioning. The planning team also toured current OCNMS facilities and partner facilities.

The first community meeting was held on October 27, 2011, and was open to the public, stakeholders, and partners. This workshop introduced the project to the community and presented a general overview of NOAA/OCNMS. The intent was to engage the public in a facilitated visioning session for the facility strategy, discuss partnerships, and have an open dialogue regarding the position of the sanctuary and future facility needs.

***Workshop Two.*** Workshop Two, held March 7, 2012 presented preliminary findings to the sanctuary, community, and partners, reviewed the progress to-date, uncovered additional information, and discussed the report recommendations. Additional meetings and briefings were held with potential partners and the Sanctuary Advisory Council in March 2012 to receive feedback on the preliminary recommendations.

***Facility Strategy and Recommendations.*** The intent of this document is to develop a “roadmap” and a menu of action items that will support OCNMS in developing a joint facility with partners as well as further developing project opportunities along the coastline. The facility strategy is intended to be a dynamic report, as it is able to respond to the need to “flex” up or down to reflect resources or partnerships as they become available.

## Reference to Previous Reports

The strategic planning team has reviewed, and is relying upon, many previous reports that affect OCNMS and future facility planning. These other reports were studied to capture background information that would be important to this strategic planning effort. A list of some of the more pertinent related studies is as follows:

- *Olympic Coast National Marine Sanctuary Final Management Plan and Environmental Assessment*, September 2011
- *Long Range Facilities Master Plan For Olympic Coast National Marine Sanctuary*, Final Report, November 6, 2002
- *Olympic Coast National Marine Sanctuary Interpretation and Visitor Services: Capital Facilities Plan*, March, 1999
- *Olympic Coast National Marine Sanctuary South Coast Conceptual Interpretive Plan*, November 2011
- *Port Angeles Downtown Waterfront Development Plan Final Concept*, Draft, October 2011
- *Olympic National Park General Management Plan, March 2008 and Long-Range Interpretive Plan*, November 2010
- *Feiro Marine Life Center Strategic Plan 2008*

## **Recommendations and Budget Model**

**3**

## Introduction

This chapter reviews the options considered and presents recommendations for addressing the sanctuary's facilities needs in Port Angeles and the outer coast.

## Facility Options

The first step to determining a facility strategy for OCNMS is to examine facility options. These options range from doing nothing to the implementation of specific facility improvements, with or without partners. OCNMS looks to remain in Port Angeles as the administrative headquarters of the sanctuary, and looks to expand satellite operations and interpretation to the outer coast. Before considering specific solutions, the facility strategy examined the following range of options available:

- ***No action/continue as is***; the sanctuary will continue to operate out of the current facilities. While this option is feasible, a lack of adequate facilities will constrain sanctuary operations both in Port Angeles and in the outer coastal areas. This option was rejected because it did not address the needs of the sanctuary.
- ***Remain at the current locations and improve or expand existing facilities*** by renovating or adding more programs/exhibits at these locations. In Port Angeles, this option means leasing additional space in The Landing Mall to expand the sanctuary's facilities (depending on whether or not adjacent space is available). This is a viable short term option, because it does provide additional space to grow. However, it does not adequately address the fundamental needs for a consolidated and more efficient location, improved visibility and public access. It is not recommended as a long term option because it does not take advantage of the potential synergies and cost savings available by being in closer proximity to partners. In addition, this option does not allow OCNMS to address the areas on the outer coast where there aren't any existing facilities and/or exhibits. It is critical that the sanctuary implement new facilities and interpretation on the outer coast.
- ***Lease or build a new dedicated facility without partners***. In Port Angeles, this option would involve moving to a new consolidated facility that better meets the needs of the sanctuary, as the sole occupant. This is the typical NOAA-centric solution. It is not recommended because it is unrealistic in today's funding climate in Washington. Like the previous option, it also does not take advantage of the potential synergies available by being in closer proximity to partners. In addition, it would be difficult to address the outer coast because it is unlikely that the sanctuary would be able to implement multiple dedicated facilities.

# RECOMMENDATIONS AND BUDGET MODEL

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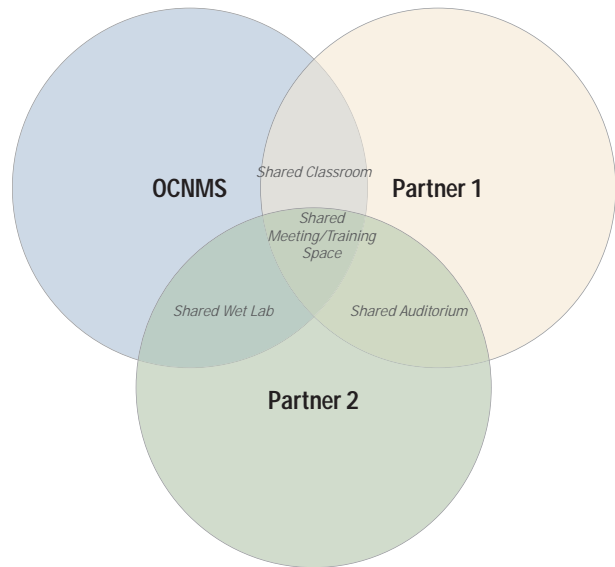
- ***Lease space within a partner’s facility.*** This option relies on partners to construct or lease a space that meets the needs of the sanctuary. This option is worthy of further study for both Port Angeles and the outer coast. Leasing space is likely the recommended option for satellite locations in the southern sanctuary and possibly for bunking in La Push. This option could also involve working with partners on exhibit and interpretation spaces in partner facilities. However for Port Angeles it falls short of the following option, because it only allows for one partner versus multiple partners, and therefore is not recommended.
- ***Construct, renovate, or lease a building(s) in conjunction with multiple partners.*** This option could evolve into a campus concept where multiple partners would each have individual facilities yet could share resources and opportunities. It is an example of saying “the whole is greater than the sum of its parts.” This is the recommended option for the Port Angeles administrative location.

## Recommendations

### Port Angeles

The recommended option for OCNMS involves the creation of a campus with partners, where overlapping needs are met by shared use of space of multiple partners. With a campus, collaboration is encouraged, duplication is avoided, and costs are reduced. Potential partners include local marine science peers such as the Feiro Marine Life Center, the city of Port Angeles, local tribes, Peninsula College, Washington Sea Grant, and the Seattle Aquarium, among others.

The campus concept envisions a ocean-centric community near the heart of the Port Angeles waterfront for ocean education, marine operations, science, and conservation. Multiple partners that have expressed interest in working with OCNMS on such a concept. Each partner would fulfill a unique role in the development of this concept and maintain individual identities, while still working around a similar goal of ocean conservation, marine education, hands on experiences, and science and research. Opportunities for sharing include spaces such as meeting and conference space, classrooms, wet lab space, visitor center and exhibits, and an auditorium. The facility would be considered a water-dependent use, supporting cooperative use of docking, parking, and storage facilities.



*The campus concept envisions a marine-focused community of partners who will share spaces that are needed by all.*

# RECOMMENDATIONS AND BUDGET MODEL

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Additional planning is required to test and uncover the best partners and the best physical solution that meets the needs of the sanctuary and satisfies the requirements described in the OCNMS long-term facility strategy.

This campus might be “stand alone” (as in a traditional college campus), or it may be a “virtual campus” where the partners operate from different locations, but work together to deliver consolidated and integrated results. The final answer could lie somewhere in-between.

The campus concept could also provide an ideal opportunity for the future implementation of an “Olympic Coast Aquarium”, featuring the unique habitats of the sanctuary. The facility would serve as an asset to both the city of Port Angeles and the Olympic Peninsula region, and would support outreach to the area’s millions of tourists and the local population.

A major “reality check” of this recommendation is the realization that ONMS does not have the financial resources to build or develop any proposed improvements at current and projected funding levels. It cannot take the lead role in funding a potential project. In other words, the sanctuary needs to be a “tenant” as opposed to being a “developer” or “landlord” in any future campus. ONMS does have funds to lease a space at current rates. This recommendation should say to potential partners that the sanctuary is very serious about moving forward as a willing participant, has done its homework, and is willing to contribute planning expertise and leadership. However ONMS is being very clear in communicating that necessary funding will be provided by a partner and not ONMS. This document, and the recommendation for a campus of like-minded partners should also provide an impetus to other potential partners that now is the time for them to think seriously about their future needs and consider whether a partnership with OCNMS is in their best interest, and in the interest of Port Angeles and the Olympic Peninsula.

## Outer Coast

The recommendation for the outer coast and southern sanctuary involves a range of options. This will include interpretive solutions in the southern sanctuary and new or upgraded facilities and vessel support in Neah Bay and La Push. The recommendation for the outer coast includes the following potential projects:

### *Neah Bay/Cape Flattery*

The sanctuary currently maintains a small trailer on the USCG station which is primarily used for storage, berthing, and research operations. The trailer is in poor condition and needs to be replaced or repaired. This may also be a potential location for bunking if needed.



# RECOMMENDATIONS AND BUDGET MODEL

Cape Flattery is a popular tourist destination with many visitors and an important touch point for outreach. The sanctuary pays for an interpreter through a partnership with the Makah Cultural and Research Center at this location and has signage detailing the area as a National Marine Sanctuary. This could be a potential location for signs related to the sanctuary in partnership with the Makah Tribe and Olympic National Park.<sup>1</sup>

## **Shi-Shi Beach**

Shi-Shi Beach is a wilderness beach and was rated “most beautiful beach” by Conde-Nast. The trail head, located on the Makah reservation, is a possible touch point for improved signage related to the sanctuary.<sup>1</sup> The U.S. Congress Wilderness designation of this area precludes signage inside the park.

## **La Push**

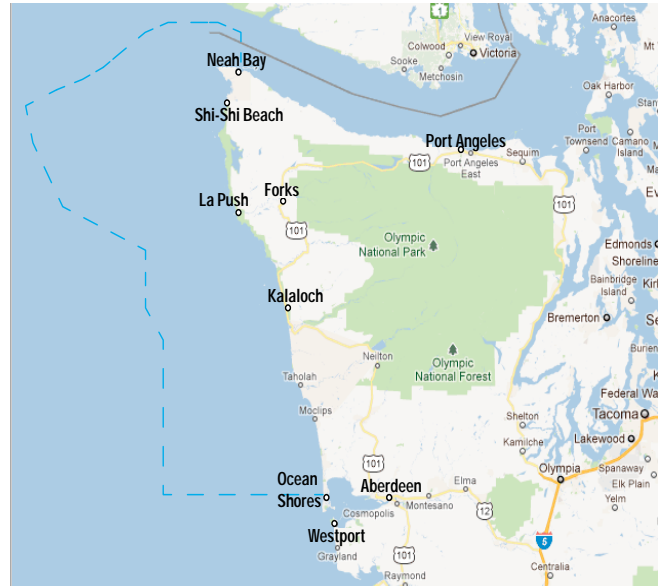
Currently, research and vessel operations are based out of the marina in La Push. Having crew housing in La Push would greatly increase the sanctuary’s capability in this location. In addition, a new pier will be required to accommodate the new vessel that has been designed for the sanctuary. The current pier where *R/V Tatoosh* is docked will be insufficient to accommodate the new vessel when it is constructed. There may be additional opportunities to partner with the Quileute Tribe on exhibits or signage at La Push.<sup>1</sup>

## **Forks**

A partnership opportunity in Forks should be further explored between OCNMS and the Olympic Natural Resources Center (ONRC) for potential exhibits, programming, and research. The ONRC campus features meeting spaces, bunking, and lab space for educational purposes that could be helpful in support of sanctuary missions. In addition, there is potential for sanctuary exhibits and/or signage with the ONP and the USDA Forest Service Forks Visitor Center for sanctuary signs and exhibits.

## **Kalaloch**

OCNMS has previously collaborated with Olympic National Park and U.S. Fish and Wildlife Service on the potential for a small joint visitor center at Kalaloch, but high costs associated with site issues prevented construction with available resources. The Kalaloch Lodge,



*Improvements to the outer coast are critical to achieving the goals set forth in the management plan.*

<sup>1</sup> Any facilities on a tribal reservation would be subject to the support of the tribal government.

# RECOMMENDATIONS AND BUDGET MODEL



The south coast locations provide an opportunity to present the public with themes of offshore influences, coastline habitats, and maritime heritage.

the only major lodge located directly on the outer coast in the southern portion of the sanctuary, is a prime location for interpretation related to the sanctuary. This location remains an opportunity to partner on signage and exhibits with Olympic National Park and/or the concessionaire operating the lodge. OCNMS is currently developing a partnership with Aramark Parks and Destinations division, which operates the Kalaloch Lodge. The lodge features guest rooms and rustic cabins and is the only year-round lodging in the park.

## **Grays Harbor/Aberdeen/Westport**

The Grays Harbor area is at the southern end of the sanctuary and a potential satellite location. Currently, the sanctuary is limited in operations in this area due to the distance and operational difficulty of maintaining a presence there. Developing a sanctuary presence in this area was identified as a priority in the OCNMS management plan. Current commercial developments in this area may further magnify the need for outreach in this area, including the new Seabrook residential development and the Grays Harbor Historic Seaport, which is being implemented in Aberdeen. It is recommended that the sanctuary meet with partners and the community in this area to further discuss the vision for OCNMS' presence in this area.

## **Outer Coast Interpretation**

Other potential locations for signage and interpretation have been outlined in the 2011 *South Coast Conceptual Interpretive Plan*. These include:

- Ocean Shore Jetty
- Chance a La Mere
- Ocean City State Park
- Copalis Beach
- Moclips
- Pacific Beach Access
- Yellow Bluff Overlook
- Roosevelt Beach Access
- Copalis River Overlooks
- Ghost Forest
- Ocean City Beach Access

## **The Next Steps**

### **Port Angeles**

The recommendation relies on the following next steps to transform it from an intangible strategy into a potential reality.

1. Move forward with “Phase Two” of the planning to create a detailed Program of Requirements (POR). The purpose of a detailed POR is to clearly define the needs of the sanctuary along with all other partners who want to participate in a future campus. The POR will define the physical needs of each partner agency, and will uncover opportunities for sharing and

# RECOMMENDATIONS AND BUDGET MODEL

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cost savings between agencies - before design begins. The POR will also define the criteria to evaluate possible options as they are presented, and will serve as the “recipe” or “set of criteria” that future architects and engineers will use as a basis to design the project that is ultimately agreed to.

2. Prepare a Memorandum of Agreement (MOA) with any partner wanting to be included in the Phase Two planning. Any partner who wants to be included in the potential “campus” will contribute to funding the POR to demonstrate a seriousness for being included in the planning.

## Outer Coast

While the administrative campus will be located in Port Angeles, OCNMS has other facility and outreach needs. These include improving and expanding the presence of OCNMS in other key locations in the outer coast, in Neah Bay, La Push, Kalaloch, and the southern sanctuary area.

Next steps to implement a presence in the outer coast will include meetings with potential partners and local tribes to assess next steps regarding the range of options in the southern sanctuary. This could include discussing the level of support for signs or exhibits in partner facilities, as well as determining options for facilities and support in La Push and Neah Bay. In the southern sanctuary, OCNMS should meet with local communities to determine the vision for OCNMS’ presence in this area.

## How to Select a Location for Each Recommended Improvement

Location is perhaps the most critical component of the planning and will determine many of the other parameters of the facility including budget and scope. Part of the Phase Two planning will be to work with partners and the community to test and evaluate different possible locations for the campus, (and to a lesser degree, satellite facilities).

When comparing options<sup>2</sup>, the ONMS, the community, and partners should weigh the following potential factors:

- **Availability** – Is the option easily available and attainable to acquire? Is there room for expansion or a phased approach to construction?
- **Improved Operations** - Does the location support more efficient sanctuary operations, e.g., collocation of functions and equipment?

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2 Not all potential parameters would be appropriate for each type of facility.

# RECOMMENDATIONS AND BUDGET MODEL

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- **Accessibility/Convenience** – Is the option accessible and visible; is parking considered (cars and buses)? Is it in a central or easily accessible location?
- **Cost Efficiency** – Is the option cost effective and efficient to fulfill the goal of reaching the public?
- **Local Outreach** – Does the option meet the needs of the local resident population?
- **Visitor Outreach** – Does this option maximize the ability to reach visitors in areas those visitors frequent (nearby hotels or other visitor destinations in the area)?
- **Student Education** – Does this option have the ability to reach the specific needs of students and/or children?
- **Partnership Opportunity** – Does the option present an opportunity to build or expand an existing or new partnership? Sharing costs with partners is often a more cost effective solution and allows the ONMS to tap into existing visitors or peer’s resources. (See partnerships discussed in the next section)
- **Access to Water/Outdoors** – In the case of an ocean-centric building or campus, it makes sense to provide a view or physical connection to the ocean. Access to the ocean may also create an opportunity for hands-on activities and vessel docking.

Once the parameters are agreed upon, the locations can be compared against the parameters using a decision-matrix. This matrix will serve to further vet the options and result in a “short list” of possible alternatives that can be further explored for cost, partnership opportunities, or design possibilities.

## Partnerships

Another important step in planning for a new campus is to identify specific potential partners that could share in the campus. Partnerships are an excellent way for OCNMS to do more with less by sharing risk, responsibility, resources and knowledge. Partnerships are a valuable tool utilized by NOAA in outreach and educational activities. By partnering with organizations that have a complementary mission, ONMS gains more contacts, visitors, and/or financial support than would have been achieved alone. Support from partners and the community can also be very beneficial to the success of any new undertaking. OCNMS can use the synergies derived from partnering, whether through the sharing of facilities or sharing of knowledge and resources to get its message to a wider audience. The sanctuary can work closely with current and potential partners to explore new ways to promote the important role played by the sanctuary and the greater message of ocean stewardship. Collaboration between

# RECOMMENDATIONS AND BUDGET MODEL

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OCNMS and other agencies represents a way to translate the vision and mission into a new or updated presence more quickly than the sanctuary could achieve by acting alone. There is great potential to further develop existing partnerships as well as look at creating additional partnerships with organizations that complement the activities of the sanctuary. Given the current federal funding climate, partnering may be the only plausible strategy for moving forward.

The following list of potential partners has been included here because they have a vested interest in the role of the sanctuary and might be considered as new partners or as ongoing partners with enhanced roles, as planning for new or improved facilities moves forward.

- Feiro Marine Life Center
- The City of Port Angeles
- The Port of Port Angeles
- Olympic National Park/National Park Service
- Indian tribes including the Hoh Tribe, Makah Tribe, Quileute Tribe, and Quinault Indian Nation
- Peninsula College
- Seattle Aquarium
- Seaport Landing/Grays Harbor Historical Seaport Authority
- Washington Sea Grant
- Olympic Natural Resources Center
- United States Fish and Wildlife Service
- USDA Forest Service

Partners in established locations may be able to offer prime venues for exhibits and signs. OCNMS may be able to bring new exhibit offerings to its partners while the sanctuary could profit from existing visitors and the financial advantages of shared operational costs and exhibit maintenance.

The recommendation assumes that one or more partner agencies or organizations will participate in this campus concept. This commitment will involve financial contributions by partners, potential shared ownership, exhibits, or being parties to a lease or operating agreements.

## Preliminary Programming

A preliminary program of requirements has been developed for OCNMS. Determining the space requirements of the sanctuary is one of the first steps in planning for participation in a future campus.

# RECOMMENDATIONS AND BUDGET MODEL

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Needs for the sanctuary include:

- A **consolidated facility** with administrative and operational spaces located together
- Adequate **wet and dry lab** space to support research missions
- An expanded **visitor center**
- Multipurpose **meeting and classroom space**
- **Storage and library space** to accommodate a considerable amount of equipment, educational materials, video and GIS data, and research tools and equipment
- **Vessel support** and infrastructure including dockage to support the proposed new vessel
- A **satellite office** space and/or sanctuary exhibits in the southern sanctuary region
- **Bunking capability** in La Push, which is the base of much of the sanctuary's research

To convert these needs into a preliminary program of requirements for potential new facilities, several benchmarks were considered including the 2002 Long Range Facilities Master Plan, staff interviews, and benchmarking other ONMS sites. This preliminary program translates the overall vision and goals into a physical space or footprint that measures the potential size and scope of the facility. This programming effort helps determine which specific solution most closely matches the sanctuary's needs. This also provides ONMS and the sanctuary, as well as potential partners, with a consistent description of what is needed so that all functional and operational requirements are accommodated. A preliminary space list of the recommended requirements for OCNMS is included in Chapter Seven of this document. A summation is shown below.

Table 3.2 OCNMS Space Requirements Summary

## OCNMS Long-Term Space Requirements

Name of Space	Total Area (ASF)
Shared Spaces	3,425
OCNMS Administrative + Support Space	5,720
Volunteer/Staff Spaces	400
Visitor Center ( <i>could be shared with partners</i> )	1,600
Warehouse/Vessel Operations	2,100
<b>Headquarters Subtotal ASF (Port Angeles)</b>	<b>13,245</b>
<b>Satellite Office Subtotal ASF (South Sanctuary)</b>	<b>1,588</b>
<b>Bunking Space Subtotal ASF (La Push)</b>	<b>600</b>
<b>Support Space Subtotal (Neah Bay)</b>	<b>600</b>

# RECOMMENDATIONS AND BUDGET MODEL

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## Opportunities for Sharing

Sharing is an important concept for the preferred facility recommendation. With multiple partners involved in the solution, it will be important to determine which spaces can be shared and which spaces will be dedicated or controlled by one organization. Shared space is beneficial for all partners because it will cut the overall size of the facility (thus reducing construction or lease cost), prevent unnecessary duplication of spaces, increase utilization, and reduce O&M costs. Shared spaces are also an opportunity to encourage synergy and collaboration between partners.

Potential opportunities for sharing include:

- Conference and meeting rooms
- Lobby/circulation spaces
- Auditorium and training spaces
- Break rooms or kitchens
- Classrooms and/or wet lab classrooms
- Wet and dry lab space
- Outdoor spaces
- Visitor center and exhibits
- Other

## Recommended Action Items

### Build a Team: Stakeholders and Decision Making

The visioning workshops and interviews that were a part of this project have identified many individuals and groups who are interested in OCNMS moving forward with the facility strategy. These individuals can help create a nucleus of energy that is needed for any project to get underway. However, harnessing this energy and converting it into action requires planning, cooperation and organization.

#### Action Items:

- Create an “external working group” that includes partners, peer organizations, and community leaders who can contribute to the success of any effort “from the outside.”<sup>3</sup> This external working group will function much like a board of directors. Be prepared for several advisors on the external working group to also be filling a similar role with other agencies or potential partners.

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<sup>3</sup> Depending on the scope and composition of working group participation, Federal Advisory Committee Act (FACA) and administrative guidelines developed by the General Services Administration (GSA) may apply.

# RECOMMENDATIONS AND BUDGET MODEL

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- Create an “internal working group” to provide information, suggest programs, filter opportunities, etc. The internal group should be made up of OCNMS staff, headquarters, and perhaps one or two primary partners.
- Establish a “leadership group” of individuals from the sanctuary and headquarters who will take charge and make decisions.

## Potential Project Site and / or Building

The next step will be to update the preliminary programming that was developed for this document. This more detailed programming will help determine which specific site or building most closely matches the sanctuary’s needs (and the needs of the partners who are collaborating in the Phase Two planning). The budget (see below) will also provide guidance on which locations will or will not work financially.

### Action items:

- Write a detailed program of requirements (POR) enumerating space requirements for the proposed facility and campus (Phase Two). This POR should include requirements for OCNMS as well as each partner.
- Use the programming requirements to evaluate each of the available solutions as they are identified and determine which solution is the best fit for OCNMS (and for the partners).
- Evaluate how partners can contribute to the primary purpose of the shared facility and contribute to marine stewards and education objectives.

## Budget

This document identifies the following five categories of cost:

1. Construction (will be amortized by the developing partner through a lease): This cost category is too broad to define at this time because it is affected by many factors. For example:
  - There is the potential for space saving brought about by sharing space on a campus with partners (classroom, meeting space, visitor center, etc.), thereby reducing the amount of total space that needs to be built.
  - The range of possible solutions is too broad to estimate at this time, without including partners into the discussion. Examples range from new construction, “from the ground up,” to interior improvements in existing vacant buildings. Each of these solutions has the potential to vary widely in cost.



# RECOMMENDATIONS AND BUDGET MODEL

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2. **Operations and Maintenance:** O&M costs after move-in are almost always more costly than initial costs associated with construction. O&M costs may or may not be included in the lease. This document contains information about O&M costs at other NOAA facilities.
3. **Kiosks, Signs, and Exhibits:** All marine sanctuaries, including OCNMS use kiosks, signs, and exhibits to communicate their message to the public. This document contains information about this category of costs at other sanctuaries.
4. **Staffing:** It takes additional personnel to staff and operate enlarged facilities. This report only defines the scope of facilities needed, but the cost to employ required personnel is significant and should not be ignored.
5. **Other Related Costs:** There are usually “collateral” projects and costs that need to be included in planning. Examples of collateral projects include the costs associated with docking a new research vessel at La Push, upgrades to facilities in Neah Bay, and the costs to provide satellite facilities and exhibits in the southern sanctuary and bunking accommodations in La Push.

## Action items:

- For each alternative solution that is presented during the Phase Two planning, prepare a broad-based cost estimate for that alternative, including long-term maintenance and operational costs. Always keep the requirements listed in the POR and the budget in equilibrium.
- Identify the staffing required to support the project.
- Identify possible annual funding sources for the portions of the project that fall under ONMS’ responsibility, such as exhibits or lease.
- Calculate the financial participation of partners so that all costs are accounted for.

## Initial and Long-Term Costs

Preparing a budget for a new campus/facility is a critical component of the project planning. Currently, there is no ONMS budget or funding available for any of the proposed projects. While it is too early to establish a firm budget for the reasons presented earlier, this document contains cost data common to ONMS facilities, including operations and maintenance, and costs for kiosks, signs, and exhibits that can be used in future planning. When comparing alternatives, include both one-time costs and recurring costs in the evaluation:

# RECOMMENDATIONS AND BUDGET MODEL

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1. One-time costs include new facility construction or renovation and exhibit fabrication. Other costs that could be considered under this category are major mid-life repairs or replacement.
2. Recurring costs include lease costs incurred by the ONMS/ partners and long-term operations and maintenance of the facility. Additional recurring costs might include maintenance and upkeep of kiosks and other technology, replacing, repairing or updating exhibits and/or signage, and staffing for the facility.

The ranges included in this chapter will help prepare a broad-based cost estimate for the preferred alternative, including long-term maintenance and operational costs.

## Operations and Maintenance

Operations and maintenance (O&M) funding is imperative to support any facility. These costs pertain to the cost to maintain and upkeep facilities in good working condition, as well as maintenance costs. The O&M costs will differ depending on the preferred solution for OCNMS, whether O&M costs are the responsibility of the landlord or if NOAA assumes the O&M costs. O&M costs for a facility include:

- Custodial service
- Energy
- Grounds
- Maintenance and repair
- Management
- Pest control
- Refuse
- Road clearance
- Security
- Communications
- Water
- Sewer

Average O&M costs for a NOAA-owned visitor center is approximately \$17.10 per SF annually, therefore the current 800 SF visitor center would require approximately \$14,000 in operational budget per year (not including staffing). Average O&M costs for an office space is approximately \$9.60. Leased facilities must be evaluated under a different cost model. With a traditional lease, the lessee generally does not absorb costs associated with maintenance of the facility, which are often retained by the owner of the building. The cost associated with the recommended campus must be clearly defined and accounted for. The costs associated with the renter include the lease rate and a corresponding portion of the utilities. For rented spaces, operational costs typically include:

- The rate for the lease
- Custodial service
- Energy

# RECOMMENDATIONS AND BUDGET MODEL

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- Security
- Telecommunications

The average operational cost for a leased facility is \$1.40 per SF annually. Many factors can drive up operational costs, such as inflation, complexity of engineering, type of facility, occupancy or function, and region. For example, a lab space or visitor center is often more costly to maintain than a warehouse or office space.

## Kiosks, Signs, and Exhibits

After a location is acquired, cost of the signs and exhibits that will populate the space within the facility must be considered. These costs can further be determined once an experienced exhibit planner is brought on board to determine a conceptual plan for exhibits.

### Sign Costs

Signs are often utilized by ONMS at roadside turnouts and other places of interest. Signs are often used in conjunction with other facilities to encourage people to learn more. The approximate cost per sign totals approximately \$3,000. The cost breakdown for design, fabrication, and installation is as follows:

- \$800 per sign for design
- \$300 per sign for reimbursable expenses (associated with design)
- \$300 per sign for installation
- \$1,500 per sign for fabrication (including the base)
- \$100 per sign for miscellaneous costs and/or escalation

These figures do not include personnel costs for ONMS staff to develop content for signs.

### Interactive Kiosk Costs

The following table illustrates a hypothetical cost model developed for the ONMS Facilities and Exhibits Master Plan (2010). The table assumes that two kiosks would be placed initially, and an additional kiosk would be installed every three years. The life span is assumed to be eight years, with major maintenance such as the replacement of a hard drive or screen every four years. While this is not a real case, it is being included to provide an idea of the costs associated with kiosks and to help plan for more interactive kiosks in the future.

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Table 3.3 Interactive Kiosk Lifetime Cost

Kiosk Lifetime Operations Cost	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
<b>Program, Design, and Install Kiosks (2)</b>	\$60,000							
<b>Yearly Programming and Maintenance Fee (3% escalation per year)</b>	\$850	\$876	\$902	\$929	\$957	\$985	\$1,015	\$1,045
<b>High Speed Internet Service (\$100/Mo.)</b>	\$1,200	\$1,236	\$1,273	\$1,311	\$1,351	\$1,391	\$1,433	\$1,476
<b>Annual Update (1 update per year x \$150 per hour x 8 hours x 2)</b>		\$2,400	\$2,400	\$3,600	\$3,600	\$3,600	\$4,800	\$4,800
<b>Unplanned Maintenance (example: replace monitor x 2)</b>				\$3,000			\$3,000	
<b>Subtotal</b>	<b>\$62,050</b>	<b>\$4,512</b>	<b>\$4,575</b>	<b>\$8,840</b>	<b>\$5,907</b>	<b>\$5,977</b>	<b>\$10,248</b>	<b>\$7,321</b>
							<b>Total</b>	<b>\$109,429</b>

Exhibits would be an obvious cost consideration for a new OCNMS facility along with the associated design and development costs. Funding for exhibits is usually an additional facility cost taken on by ONMS and/or partner organizations, and includes exhibit planning and design, fabrication and installation. Historical cost ranges from approximately \$75 to \$650 per square foot of the space to be occupied. This number is influenced by the level of complexity of the design, rising from static exhibits to displays with increasing levels of media and technology, to live exhibits. As a general rule of thumb, about 40 percent of the total construction budget available for a project should be dedicated to exhibit planning, design, and installation.

For example, a 1,000 SF exhibit space being planned by the ONMS is estimated to cost approximately \$350,000 for a quality static exhibit with a few interactive components. Historically, about 25- 30 percent of the cost for an exhibit goes into the planning and design of the exhibit. In the 2004 implementation of the existing OCDC, the sanctuary spent approximately \$500,000 on exhibits.

Table 3.4 Exhibit Cost Range

Exhibit Cost Range	
<b>Static Exhibits</b>	Approx. \$75-350 per SF
<b>Interactive Exhibits</b>	Approx. \$500-550 per SF
<b>Living or High-Tech Exhibits</b>	Approx. \$600-650 per SF

Another cost consideration is the life cycle cost for operating, maintaining and repairing exhibits. Much like buildings, exhibits must be maintained and repaired throughout their lifespan. While there is no industry standard for the costs associated with maintaining exhibits, several factors can help determine the operational costs, such as the complexity of the exhibit (e.g., moving parts, technology, materials used). Exhibits are often refreshed or replaced after several

# RECOMMENDATIONS AND BUDGET MODEL

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years to keep the visitor experience fresh and memorable.

## **Staffing**

Another consideration of cost and budgeting is staffing for a new facility. Typically, staffing costs will include wages or salary for both full-time and part-time employees and a percentage that is budgeted for benefits. Depending on the scope of the OCNMS facilities, additional part or full-time employees could be added to manage facilities/visitor center/aquarium/etc. As demonstrated in other facilities managed by the ONMS, volunteers are an essential component of operations. Appropriate support facilities should be incorporated, such as work and breakrooms dedicated to staff and volunteer use.

## **Summary of Existing Conditions**

**4**

# SUMMARY OF EXISTING FACILITY CONDITIONS

## Introduction

This chapter includes an analysis of existing OCNMS facilities in Port Angeles and the outer coast, including Neah Bay and La Push. The analysis includes a review of the existing conditions as well as challenges that face these existing sites.

## Existing Locations

### Port Angeles

The Landing Mall is home to OCNMS administrative headquarters and the Olympic Coast Discovery Center (OCDC). The commercial mall, located on Port Angeles' waterfront, also contains several restaurants, a salon, a wine bar, and multiple offices. The Landing is located near the ferry terminal that accesses Victoria, BC, and the Feiro Marine Life Center. The sanctuary was designated in 1994 and was housed in the Port Angeles federal building's basement until moving to The Landing in 2002. The sanctuary leases administrative space on the second and third floors of the building as well as the second floor OCDC space.

The OCDC is located on the second floor of the mall. The 800 SF Visitor Center is only open to the public for several months during the peak tourist season from May to September. The center features exhibits on the sanctuary, marine conservation, science and research in the sanctuary, and maritime heritage assets of the OCNMS. OCNMS relies heavily on volunteers to staff the center. Also located on the second floor is a small multipurpose space that contains several workstations, a meeting area, and a kitchenette.

The third floor houses the bulk of the administrative offices of the sanctuary. The office space is approximately 3,750 SF with no room for growth. The current space is overcrowded and there is no room for storage or additional office staff, such as interns. The space capability is limited with only two small meeting rooms and no storage space.

The sanctuary also leases a warehouse space for needs that cannot be accommodated at The Landing. This 2,600 SF warehouse is located in Port Angeles, about 15 minutes away from The Landing. The warehouse contains storage for a 22-foot rigid hull inflatable boat, a small makeshift wet lab, diving and research equipment, and general storage for educational materials that cannot be stored in the office space. In addition, the sanctuary has a year-round leased moorage from the Port of Port Angeles.

Challenges of The Landing Mall site include:

**Visibility:** Signage and visibility of the OCDC and the sanctuary



*The Landing*



*The Olympic Coast Discovery Center*



*Storage Warehouse*

# SUMMARY OF EXISTING FACILITY CONDITIONS

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office is limited. Although there are signs, wayfinding to both locations is somewhat difficult. Visitation to the OCDC is well below what was predicted prior to the facility's construction due to lack of funds and poor visibility.

**Operations and Maintenance:** The sanctuary lacks the funding needed to maintain current exhibits or extend operation of the Discovery Center year-round.

**Growth:** There is no room for growth in the current location. The sanctuary is limited in expanding or adding new exhibits in the discovery center, and current staff is crowded into the current space. If any new staff members or interns are added in the future, there will be no space to accommodate them.

**Research and Science Space:** Current facilities have limited lab capability which limits the research activities in the sanctuary. The sanctuary has need for a wet lab for water sampling, specimens, and necropsy, and dry lab space for electronics, ROVs, and video monitoring.

**Logistics:** Because the facilities are not co-located, much time is spent driving back and forth to the warehouse and administrative space. In addition, the sanctuary staff is separated on two floors of The Landing. This arrangement has reduced efficiency of operations for sanctuary staff.

**Vessel Docking:** The current vessel, the *R/V Tatoosh* is more than 16 years old and past its designed service life, therefore the site recently commissioned the design of a new 61-foot catamaran that better meets the needs of sanctuary researchers. The new vessel will allow the sanctuary to extend the length of trips, allow more work with partners, and allow for expanded research possibilities. The planned new vessel is too large for the current dock in Port Angeles. A new moorage lease would be required to support the new vessel.

## Outer Coast

### Neah Bay

The sanctuary currently has a small single-wide trailer on the USCG station in Neah Bay. The trailer is used for storage and operations in Neah Bay when needed during research missions. The trailer is currently in disrepair and either needs to be replaced or repaired. In addition, also be a need for updating seasonal moorage at Neah Bay with a new vessel.

OCNMS is well below capacity for exhibits and signage in the Neah Bay area. With only some existing signage at the Cape Flattery trailhead, there are other potential locations for exhibits and signs in this area including the Makah Cultural and Research Center (MCRC),



# SUMMARY OF EXISTING FACILITY CONDITIONS

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the Neah Bay Marina, and possible other nearby locations such as Shi-Shi Beach.

***Vessel Docking:*** The planned new vessel would need seasonal moorage at the Port of Neah Bay and the sanctuary must work with the Makah Tribe and/or the USCG to negotiate needs for the new vessel.

***Storage/Operational Capability:*** OCNMS utilizes an aging trailer for storage and workspace when needed in Neah Bay. The trailer is currently housed on the USCG station in the area and is in severe disrepair. A replacement is needed in the near future to support sanctuary operations in Neah Bay. The trailer, when updated, could be used as multifunctional space for storage, bunking (if needed), and general workspace.

## La Push

The OCNMS supports science and research missions in the sanctuary from La Push with the 38-foot aluminum research vessel, the *R/V Tatoosh*. Currently, the *R/V Tatoosh* spends the field season in La Push, from late April to October, and Port Angeles during the off-season. When research missions are run out of La Push, the sanctuary must pay for crew lodging at a hotel, which is not ideal.

Challenges of this site:

***Vessel Docking:*** The planned new vessel is too large for the current dock, and its ability to navigate the marina is questionable. A plan would be needed for mooring a new vessel when it is acquired. Ideally, a new dock would be built near the USCG dock in La Push that is more convenient and allows for ease of access when loading/unloading equipment. OCNMS would need the support of both the USCG and Quileute Tribe for changing docking as the latter runs the Quileute marina.

***Bunking Capability:*** Because research operations are based in La Push, crew are often required to be there for extended stays. La Push is located roughly one and a half hours from Port Angeles making the commute almost impossible on a daily basis. The crew currently travels a half an hour to the Olympic Natural Resource Center (ONRC) to stay at the researchers dormitory, on a space available basis. When space is not available the crew must stay at hotels in Forks. The *R/V Tatoosh* replacement vessel is designed to provide crew housing when in port. Until such time as the new vessel is available a facility with bunking and cooking facilities, as well as multipurpose workspace, in La Push would improve the efficiency of operations.

# SUMMARY OF EXISTING FACILITY CONDITIONS

## Sanctuary Locations Map



## **Factors that Influence the Planning**

**5**

## Introduction

There are many factors that will influence the development, planning, and design of new facilities in Port Angeles and the outer coast. These factors should be considered from the onset of the visioning for the project. This chapter looks to summarize outside factors that should be considered when planning new facilities.

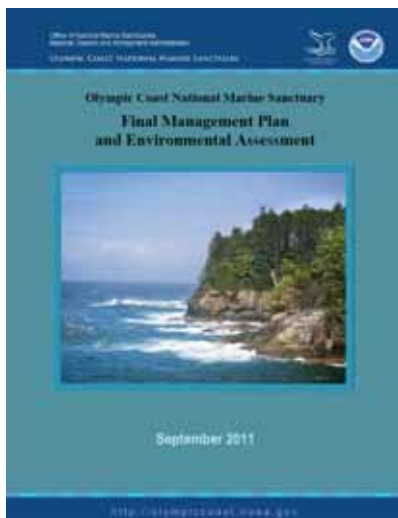
## OCNMS Management Plan

The management plan, completed in September 2011, will influence the mission and vision for long-term facility planning. The management plan outlines priorities and strategies that guide the direction of the sanctuary. The strategies contained in the management plan provide a foundation for the recommendations made in this document.

OCNMS is managed using a collaborative management framework unique to the sanctuary system and the world because the sanctuary is adjacent to Canada and is encompassed by the usual and accustomed fishing areas of the Hoh, Makah, and Quileute tribes, and the Quinault Indian Nation.

As laid out in the management plan, OCNMS goals and objectives include the following:

- Build and strengthen OCNMS' partnerships with the coastal treaty tribes and the Olympic Coast Intergovernmental Policy Council (IPC), and honor the sanctuary's treaty trust responsibility.
- Promote collaborative and coordinated management and stewardship of resources in the sanctuary.
- Investigate and enhance the understanding of ecosystem processes, and inform ecosystem-based management efforts, through scientific research, monitoring, and characterization.
- Enhance Ocean Literacy, promote awareness of the sanctuary and foster a sense of ocean stewardship through outreach, education, and interpretation efforts.
- Maintain the sanctuary's natural biological diversity and protect, and where appropriate, restore and enhance sanctuary ecosystems.
- Enhance understanding and appreciation of the Olympic Coast's maritime heritage (living cultures, traditions, and cultural resources).
- Facilitate wise and sustainable use in the sanctuary to the extent that such uses are compatible with resource protection.



*The OCNMS Management Plan, completed in September 2011, lays out the action plan and strategies that govern and influence this project.*

# FACTORS THAT INFLUENCE THE PLANNING

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- Build, maintain, and enhance an operational capability and infrastructure.

The management plan aims to improve efficiency and effectiveness in OCNMS operations. The management plan addresses these operational needs and details OCNMS plans to maintain its staff, volunteers, infrastructure, and assets to support mission objectives.

## Management Plan Strategy

The management plan determined future strategies of the sanctuary in all realms of management, including facilities and infrastructure. The management plan objective of developing new and maintaining current infrastructure for sanctuary offices, programs, research vessels, equipment, and field operations is applicable to this document. The plan identified the following steps to evaluate current facility requirements and develop recommendations:

- Evaluate current office spaces to determine if they meet future needs as articulated in the revised management plan.
- Evaluate the need to refurbish/replace OCNMS' Neah Bay field station.
- Evaluate the need for laboratory infrastructure.
- Evaluate OCNMS pier space needs.
- Evaluate the need for public meeting space and support infrastructure.
- Evaluate options for a satellite office on the outer coast and/or a visitor center in the southern part of the sanctuary.
- Evaluate options for a joint visitor center in Port Angeles with the Feiro Marine Life Center and Olympic National Park. Marine conservation and educational messages within the center will be unique.
- Explore opportunities to work with existing facilities on the outer coast, such as the University of Washington Olympic Natural Resources Center, in order to maintain an OCNMS staff presence on the outer coast.

This facility strategy is the first step in updating the OCNMS long-range facilities plan first developed in 2002.

## Messaging

Capitalizing on its signature strengths, OCNMS should develop messages that clearly define its identity and enhance its visibility in the Olympic Peninsula region. Higher visibility translates not only into increased educational outreach opportunities, but also into increased funding opportunities. Objectives should be developed for

# FACTORS THAT INFLUENCE THE PLANNING

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each of the following topics:

***Ocean Science and Research:*** OCNMS is a leader in marine and coastal science, research in the sanctuary, and technology such as ROVs. As part of the OCNMS message, research would be on display, giving visitors the opportunity to experience the sanctuary. New or updated facilities provide an outlet to share this research with the public. OCNMS is a facilitator of ocean science and will guide the public in understanding management policies and why management and regulation is so important.

***Conservation:*** OCNMS can directly influence on the daily behavior of people who use the sanctuary for recreational as well as other purposes. An expanded presence, along with other efforts “on the water,” will support OCNMS values in resource management and marine stewardship. Specifically, there are several boat ramps and turnouts along the sanctuary that would be ideal locations for signage related to the sanctuary.

***Education and Outreach:*** Educational programs at OCNMS serve diverse populations and needs. The objectives should identify new and compelling hands-on and interactive programs that will engage both local residents, including the diverse local population, as well as the millions of tourists that visit the region yearly.

## Market Data

Over three million people visit the Olympic Peninsula each year, drawn by breathtaking scenery, outdoor activities, and the opportunity to learn about nature and Native American cultures. The population that the sanctuary serves represents a critical influence in determining location and mission objectives. Any OCNMS facility or campus will be used primarily by local residents and secondly by tourists to the area. For the purpose of this facility strategy, a summary market study was performed to determine both resident and tourist demographics to aid in:

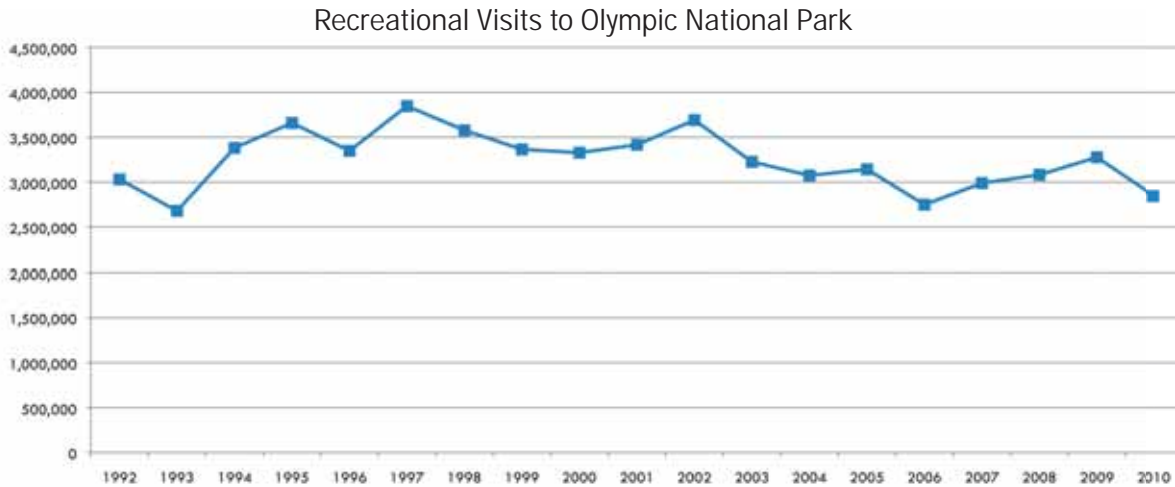
- Definition and character of the market area population including demographic, lifestyle clusters and socioeconomics;
- Breakdown of the population into appropriate segments to determine potential users;
- Estimates of the number of customers appropriate for the proposed project; and
- Identification and impact of the other competitive recreation/entertainment activities.

Demographic data included on the following pages was gathered from census data compiled by the U.S. Census Bureau, the National Park Service data, and the Port of Port Angeles.

# FACTORS THAT INFLUENCE THE PLANNING

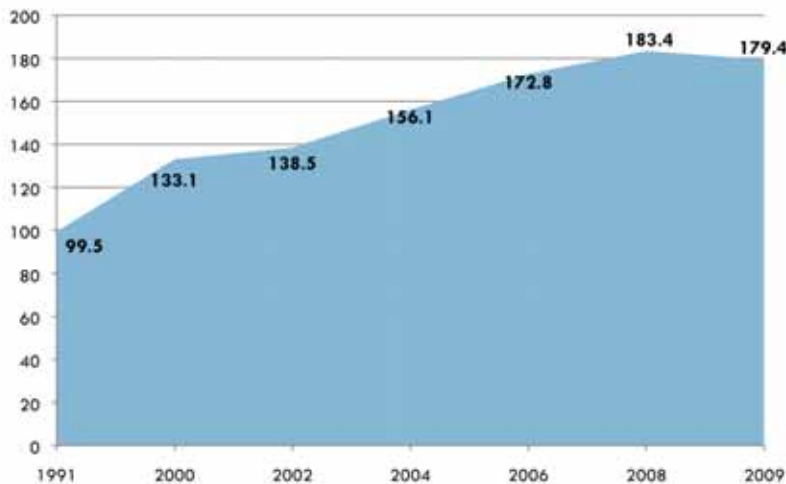
## Tourism Data - Olympic Peninsula Region

- Visits to the national park (over the last ten years) average over 3.2 million annually for the last ten years, making the Olympic Peninsula a viable tourist destination and opportunity for outreach.



- Visitors come for the scenery and natural beauty of the area, closeness to nature, camping, outdoor sports, beaches, and Native American culture.
- Travel spending declined by 8.1 percent in Washington State from 2008 to 2009. This compares to a 7.7 percent decline for the entire U.S. over the same time period.

Direct Travel Spending in Clallam County



- According to Smith Travel Research, room demand in Washington State decreased by 5.7 percent from 2008 to 2009. This compares to a decrease of 5.8 percent for the entire U.S. and 6.4 percent

# FACTORS THAT INFLUENCE THE PLANNING

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for the Pacific region.

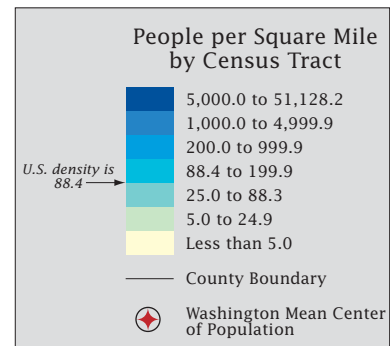
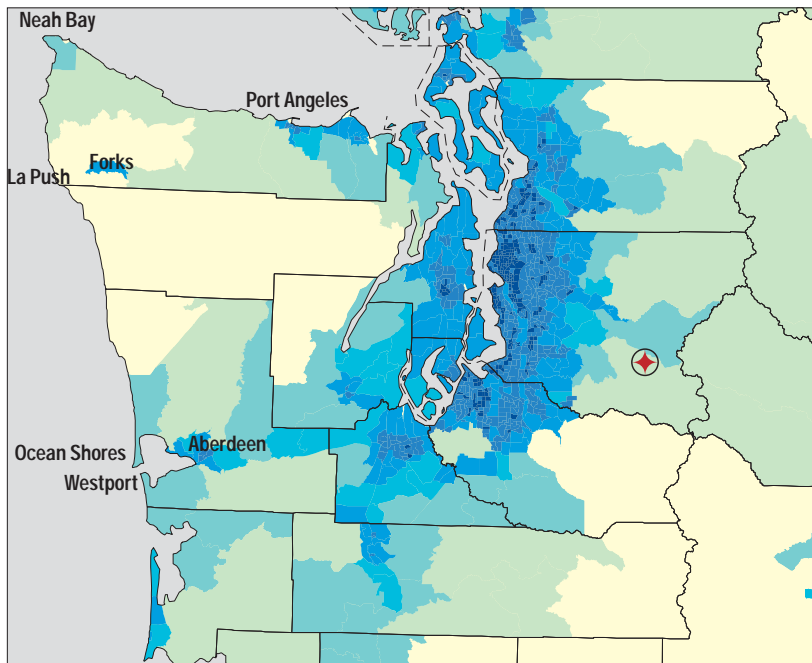
- According to Smith Travel Research, room demand in Washington State decreased by 5.7 percent from 2008 to 2009. This compares to a decrease of 5.8 percent for the entire U.S. and 6.4 percent for the Pacific region.
- Peer facilities in the area that would be considered “competitors”:
  - Feiro Marine Life Center, Port Angeles
  - Dungeness River Audubon Center, Sequim
  - Port Townsend Marine Science Center and Natural History Museum, Port Townsend
  - National Wildlife Refuges (Copalis, Quillayute Needles, and Flattery Rocks)
  - Olympic National Park
  - Hoh Rain Forest Visitor Center in Olympic National Park
  - Information Station, Forks
  - Kalaloch Information Station near Kalaloch Lodge, Kalaloch
  - Makah Cultural and Research Center, Makah Museum, Neah Bay
  - Ocean Shores Interpretive Center, Ocean Shores
  - Westport Maritime Museum, Westport



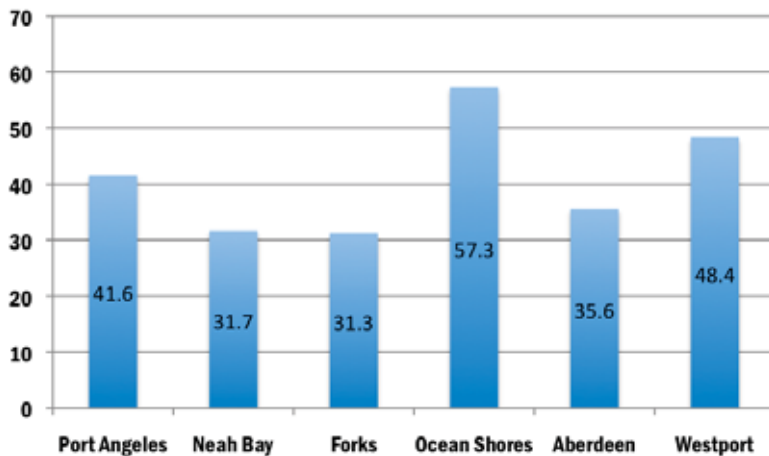
# FACTORS THAT INFLUENCE THE PLANNING

## Local Data - Olympic Peninsula Region

- The population of Port Angeles is 19,038 making it the largest city in the Olympic Peninsula. The population of Clallam County is 71,404.
- The population of Neah Bay is 865. The population of Forks is 3,532.
- The population of Ocean Shores is 5,569, Westport is 2,099, and the population of Aberdeen is 16,896. The population of Grays Harbor County is 72,797.



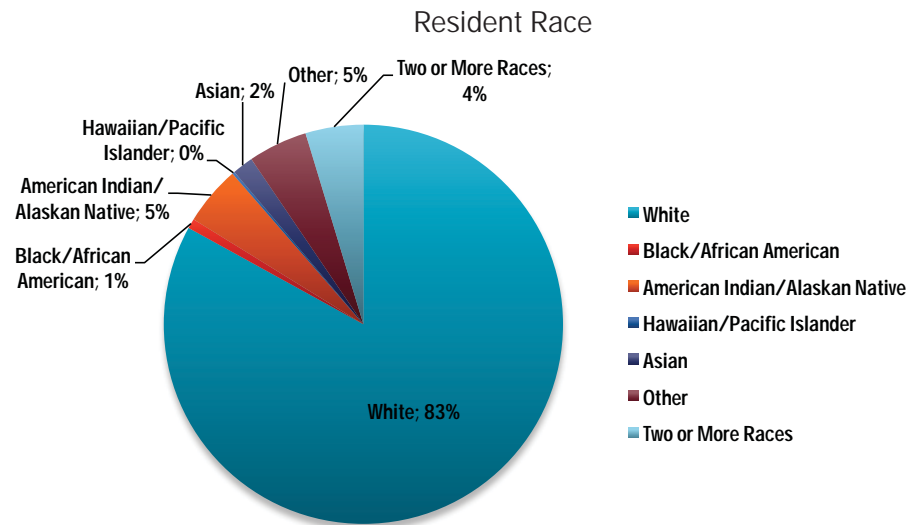
- The median age of the area is 38.6  
Resident Age



# FACTORS THAT INFLUENCE THE PLANNING

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- There are approximately 20,219 total households in the OCNMS geography, of these 5,573 have children under 18 years of age
- The average household size in the region is 2.39
- The average family size in the region is 2.92
- The median income for a household size in Clallam County was \$43,533
- The majority of the population is white or American Indian



# FACTORS THAT INFLUENCE THE PLANNING

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## Sustainable Planning

The idea of sustainability is of utmost importance to NOAA and the local community. Any proposed facilities must incorporate principles of sustainable design and operations, along with exemplifying green practices and providing exhibits explaining sustainable practices. Sustainable environmental practices can reduce operating and “bottom line” costs by reducing utility bills such as electricity and water.

## Sustainable Planning and Design

Sustainable building design seeks to reduce negative impacts on the environment and improve the health and comfort of building occupants, thereby improving building performance. The basic objectives of sustainability are to reduce consumption of nonrenewable resources, minimize waste, and create healthy, productive environments. The ONMS is committed to incorporating green design principles in all existing facilities as well as new construction.

Utilizing a sustainable design philosophy encourages decisions at each phase of the design process that will reduce negative impacts on the environment and the health of the occupants, without compromising the bottom line. Sustainable design principles include the ability to:

- Optimize site potential or the renovation or reuse of an existing building;
- Minimize non-renewable energy consumption;
- Use environmentally preferable products;
- Protect and conserve water;
- Optimize operational and maintenance practices; and
- Enhance indoor environmental quality.

Using sustainable building practices throughout the organization can also lead to long-term cost savings. Conversely, like many ONMS facilities, greening has an associated start up cost premium that should be considered when planning future facilities and renovations.

## Sustainable Operations

Sustainable operations refer to the day-to-day management of a facility. Any building can be operated with full consideration of the environmental factors. Following are several suggestions that can support the idea of sustainable operations:

- **Composting and Recycling:** Encouraging staff and visitors to recycle. Ensuring recycling receptacles are accessible throughout

# FACTORS THAT INFLUENCE THE PLANNING

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the facility will divert trash from landfills.

- Use low-flow plumbing fixtures to reduce water consumption.
- Install photovoltaic systems to reduce energy usage and cost.
- Use ENERGY STAR® products for heating, lighting and appliances.
- Install occupancy sensors in the facility to ensure lights are off when spaces are unoccupied.
- Replace HVAC filters on schedule, and use only high performance filters to ensure HVAC operating costs remain low.
- Eliminate toxic cleaning agents and use water-based and biodegradable products when maintaining and cleaning facilities.
- Use recaptured water for landscaping irrigation.

While this list does not include all sustainable operations and maintenance best practices, it provides an idea of methods that will be applied ONMS facilities in keeping with sustainable practices.

## Cost

Most studies show a cost premium of between 0.5 percent and 6 percent for a moderate level of sustainable design; obviously higher levels of sustainability (or higher LEED certifications) will require greater initial investment for the facility or campus. Additionally, consideration will be given to how any new or updated facility can sustain the program mission for the next 10, 20, or 30 years without major relocation, renovation, or construction. Occupying the right facilities that meet mission needs is critical, saving the program future effort in relocating.

## LEED® Certification

This section outlines the requirements for the LEED green building certification program should the OCNMS/partners choose to seek LEED requirements for sustainability.

## LEED

The LEED Green Building Rating System™ is a building rating system that is based on accepted energy and environmental principles. Participation in obtaining certification is voluntary. The rating system takes a holistic approach to evaluating environmental performance and provides a definitive standard for what constitutes a “green building.” LEED for New Construction and Major Renovations (LEED NC) is a measurement system designed for rating commercial buildings and includes new building or renovation projects. The first LEED Pilot Project Program, also referred to as LEED Version 1.0, was launched in August 1998. After extensive modifications, LEED

# FACTORS THAT INFLUENCE THE PLANNING

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Green Building Rating System Version 2.0 was released in March 2000, with LEED Version 2.1 following in 2002 and LEED Version 2.2 following in 2005. On April 27, 2009, U.S. Green Building Council (USGBC®) launched LEED v3. The ability to be flexible allows LEED to evolve, taking advantage of new technologies and advancements in building science while prioritizing energy efficiency and CO<sup>2</sup> emission reductions.

LEED was created to accomplish the following objectives:

- Define “green building” by establishing a common standard of measurement;
- Promote integrated, whole-building design practices;
- Recognize environmental leadership in the building industry;
- Stimulate green competition;
- Raise consumer awareness of green building benefits; and
- Transform the building market.

The move toward LEED and green building practices has been driven greatly by the tremendous benefits that are a direct result of implementing a green approach. Green buildings use key resources more efficiently when compared to conventional buildings that are simply built to code. LEED creates healthier work and living environments, contributes to higher productivity and improved employee health and comfort. The GBCI has also compiled a long list of benefits associated with implementing a LEED strategy, which ranges from improving air and water quality to reducing solid waste. The fundamental reduction in relative environmental impacts in addition to all of the economic and occupant benefits goes a long way toward making a case for green building. It is also important to note that these benefits are reaped by anyone who comes in contact with the project, which includes owners, designers, occupants and society as a whole.

## Benchmarking

Benchmarking other successful NOAA facilities is useful when planning future OCNMS facilities. Common themes in the development of all ONMS Visitor Centers include the following:

- Community visioning and participation
- Multiple partnerships with like-minded organizations and civic partners
- All ONMS visitor centers are free to visitors
- Extensive marketing efforts including programming, media and print materials about the region and sanctuary



*The Great Lakes Maritime Heritage Center has been very successful at revitalizing and inspiring the local community.*

# FACTORS THAT INFLUENCE THE PLANNING

- Maintaining and improving existing exhibits before attempting to install new ones
- Participation in outreach events
- Ongoing development of educational programs and materials
- Multiple satellite displays and exhibits prior to implementation
- Volunteer programs



The Great Lakes Maritime Heritage Center provides visitors with a virtual experience of the sanctuary. (Source: ONMS)



The sanctuary's 3-acre campus in Kīhei, Maui, provides many opportunities for education about humpback whale protection, Hawai'i's marine environment and Hawaiian culture. (Source: ONMS)



The OCTOS building is a partnership between UCSB, MSI, and CINMS. (Source: EHDD Architecture / Frank M. Costantino)

ONMS currently operates visitor centers in a variety of formats. The traditional “stand alone” facility is but one of a range of possibilities to be considered. These visitor centers give both the community and potential partners a vision of what is possible within the realm of visitor centers, consolidated facilities, and campus approach. ONMS has been successful in leveraging opportunities from other sanctuary locations. Benchmarking against other ONMS sites can reduce questions and ultimately shape the planning process for the new ONMS facilities. Examples of other ONMS visitor centers include:

- **Great Lakes Maritime Heritage Center, Alpena, Michigan:** This visitor center for the Thunder Bay National Marine Sanctuary and Underwater Preserve features a full-size replica wooden Great Lakes schooner and shipwreck where visitors can walk the decks, feel a Great Lakes storm, and touch the massive timbers of the boat resting on the lake bottom. In addition, the center has 9,000 square feet of immersive exhibits, a 93-seat theater showing films daily, an archaeological conservation lab and shipwreck artifact gallery, and an education space for special programs, meetings, and events. The center also prominently displays the scientific research of the sanctuary and a dive operations center. The center is a LEED Gold certified by the GBCI and the green story is featured throughout the center. More information can be found at: <http://thunderbay.noaa.gov/maritime/glmhc.html>
- **The Kīhei Education Center, Kīhei, Maui:** This campus for the Hawaiian Islands Humpback Whale National Marine Sanctuary in Hawaii features an educational center, the administrative headquarters, and a multipurpose building. This beach front campus is the primary education and operations facility for HIHWNMS. The Kīhei Education Center, the new multi-purpose facility, and the native Hawaiian fishpond fronting the campus afford many opportunities for education about humpback whale protection, Hawai'i's marine environment, and Hawaiian culture. The new facility is also the venue for community outreach programs and meetings. For more information please visit their website: <http://hawaiihumpbackwhale.noaa.gov/about/offices.html>
- **The Outreach Center for Teaching Ocean Science (OCTOS),**

# FACTORS THAT INFLUENCE THE PLANNING

**Santa Barbara, CA:** This center is a technologically state-of-the-art educational outreach facility at the University of California, Santa Barbara. The esteemed outreach programs of UCSB's Marine Science Institute (MSI) and those of the Channel Islands National Marine Sanctuary (CINMS) come together at OCTOS through compelling, interactive programming. The MSI and CINMS are joining forces in a stunning new building where cutting-edge curriculum-driven programming promises to draw students from the entire spectrum of education: K-12 through post-graduate, from the region, the state and the west.

<http://www.msi.ucsb.edu/education/outreach-center-teaching-ocean-science-octos>

- **Coastal Discovery Center, San Simeon, CA:** The small visitor center and field office is a collaboration between Monterey Bay National Marine Sanctuary and the California State Parks. The small visitor center is housed in a trailer and highlights the marine ecosystems of Monterey Bay. This visitor center is located approximately an hour and a half from the sanctuary headquarters in Monterey. It is considered a benchmark for a possible satellite location in OCNMS' southern sanctuary region.

<http://montereybay.noaa.gov/vc/cdc/welcome.html>

- **Florida Keys Eco-Discovery Center, Key West, FL:** The Florida Keys National Marine Sanctuary's visitor center features over 6,000 square feet of interactive and dynamic exhibits including a mock-up of Aquarius, the world's only underwater ocean laboratory. The Mote Marine Laboratory Living Reef exhibit includes a 2,500-gallon reef tank with living corals and tropical fish, a live Reef Cam, and other displays that highlight the coral reef environment. Also situated near the center are the sanctuary headquarters and a boat maintenance facility. This is a good example of a "campus" setting with multiple buildings and collaboration with multiple partners.

[http://floridakeys.noaa.gov/eco\\_discovery.html?s=visit](http://floridakeys.noaa.gov/eco_discovery.html?s=visit)



The 1,300 SF Coastal Discovery Center is a small visitor center that provides outreach in a popular tourist destination remote of the sanctuary headquarters. (Source: ONMS)



The Florida Keys Eco-Discovery Center and Nancy Foster Center is sponsored and operated by Florida Keys National Marine Sanctuary, NOAA, the South Florida Water Management District, Everglades and Dry Tortugas National Parks, the National Wildlife Refuges of the Florida Keys, and Eastern National. (Source: ONMS)

## Potential Environmental Concerns

Once a solution is agreed upon for OCNMS, the site must assess any environmental factors that could affect the design and implementation of the plan. The National Environmental Policy Act (NEPA) governs the planning and implementation of federal building projects when environmental concerns are present. NEPA requires disclosure about the action, alternatives, environmental effects, and mitigation of any problems that may affect the project.

The agencies or partners involved in the project will need to coordinate NEPA process evaluations, which are "required for

# FACTORS THAT INFLUENCE THE PLANNING

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major federal actions significantly affecting the quality of the human environment, to inform decision makers and the public of the proposed action, reasonable alternatives, and their environmental impacts.”

The project team will need to determine what environmental studies are appropriate once a solution is decided upon (Phase One Environmental Study, Categorical Exclusion, Environmental Assessment, Environmental Impact Study, etc.), and conduct the appropriate study. Future architects and engineers should conduct further environmental analysis prior to commencement of work. They should also be aware of any seismic and flood plain issues associated with any building site. Additionally, the project should be sensitive to possible archaeological significance to any building site.

The geography of the Olympic Peninsula is not to be forgotten when planning interpretive facilities in this area. The U.S. Congress designated the Olympic Wilderness, managed by NPS, in 1988 and it now has a total of 876,669 acres and includes approximately 48 miles of coastline. This designation prohibits signs and exhibits within the area of the wilderness designation. In addition, the Makah wilderness and Quinalt Nation reservations manage access to beaches and other areas within their reservations. For example, a Makah Recreation Pass must be purchased in Neah Bay prior to arriving at any trailheads on the Makah Indian Reservation.



# FACTORS THAT INFLUENCE THE PLANNING

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## Introduction

This chapter lists current and potential partners of OCNMS. The sanctuary looks to strengthen current partnerships and explore facility options with potential partners. A brief description of potential partners has been included below (in alphabetical order) to give an idea of other organization's missions, goals, and strategies that may be in alignment with the OCNMS long-term facility strategy effort. This information was gathered from websites and interviews.



*The waterfront development and new esplanade will improve the visitor and resident experience in Port Angeles*  
(Source: City of Port Angeles)

## The City of Port Angeles

The City looks to improve visitor attractions in Port Angeles that will both attract more tourism to the city and keep visitors in the area longer. The Sanctuary is an attraction and asset to the city that should be expanded and improved upon to support this vision.

The City of Port Angeles has recently undertaken a waterfront development plan for the downtown waterfront from Hollywood Beach to the Valley Creek Estuary. Plans have been divided into phases, enabling the City to make improvements over time as opportunity and funding sources allow. These improvements will beautify the area and create a more walkable environment, making the Port Angeles waterfront a destination. In addition, the City aims to explore the feasibility of a conference center or adding more meeting spaces in the area that will be an asset to the community and attract visitation through seminars, conferences, etc.

## Coastal Tribes

OCNMS is encompassed by the usual and accustomed fishing areas of the Makah Tribe, Quileute Tribe, Hoh Tribe and Quinault Indian Nation. As sovereign nations, these tribes have treaty fishing rights and co-management responsibilities with the State of Washington for fishery resources and fishing activities within the sanctuary. Tribes along with state and federal agencies, share an interest in ocean resources and believe that holistic ecosystem management is essential.

In 2007, these common interests and joint authorities led the Hoh, Makah, and Quileute tribes, the Quinault Indian Nation, the state of Washington and OCNMS to create the Olympic Coast Intergovernmental Policy Council (IPC). The IPC provides a regional forum for resource managers to exchange information, coordinate policies, and develop recommendations for resource management within the sanctuary. The IPC's goals include:

- Protecting the safety and health of coastal residents,

# POTENTIAL PARTNERS

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- Enhancing the social and economic vitality of coastal communities, and
- Improving the understanding and management of marine resources

Since its inception, the IPC has laid the groundwork for successful government-to-government collaboration. The coastal treaty tribes are important partners for facilities on the outer coast. Additional opportunities for partnering will be explored in direct consultation with individual Indian tribes.

## Feiro Marine Life Center

The Feiro Marine Life Center (FMLC) is an educational and scientific organization promoting marine education and conservation and is located on the City Pier in Port Angeles. The FMLC facility was built in 1981 by local service organizations and volunteers to honor the late Arthur D. Feiro, a local marine biologist. The FMLC has been in operation since 1981, but has recently been established as a 501(c) (3) nonprofit corporation.

The FMLC hosts public exhibits representative of the marine life inhabiting the Strait of Juan de Fuca. It provides classroom space for marine science related programs, and has a small laboratory for studies. In addition, the FMLC features many small aquariums and touch tanks allowing visitors the opportunity to touch and feel ocean life. The FMLC is open on weekends during the winter months and open six days per week during the busy summer season. Over ten thousand tourists visit the FMLC annually. In addition, over 1,600 school children participate in marine science education programs, including school districts located on the outer Coast.

The FMLC's building is located near the OCNMS headquarters at The Landing. Their current facility is not keeping pace with the organization's accelerating growth and educational programming. Therefore, an expansion in the coming years is being explored. They are comparing options, but in the short-term, the board is looking to improve and/or expand their current footprint.

The mission of the Feiro Marine Life Center is to foster the understanding of, and a commitment to, the health of the marine environment and related watersheds of the Olympic Peninsula, and their importance to its communities.

This will be accomplished by:

1. Providing students from pre-school through college with meaningful learning experiences related to their place in a healthy marine environment.
2. Providing community members with the information one needs to live sustainably with our marine resources.



*The Feiro Marine Life Center focuses on hands-on educational experiences. (Source: FMLC)*

3. Providing opportunities for visitors to increase their appreciation and care of Olympic Peninsula's marine resources.

Because of their similar mission, FMLC is a natural partner for OCNMS. However, Feiro looks to maintain their identity and focus on the hands-on, touch, and live animal aspect of their programs, while OCNMS focuses on marine science and research, technology, and maritime heritage. In 2009, Feiro published a three to five year strategic plan detailing the future direction of the organization, including the specific goal of “upgrading FMLC facilities which consist of displays, classrooms, and administrative space to appropriately address the goals and objectives presented in the strategic plan”. FMLC is planning an update to the strategic plan in 2012 to further address current future facility requirements.



*The Seaport Landing will provide visitors the opportunity to learn about the regions maritime history and unique ecosystems. (Source: Seaport Landing/Grays Harbor Historical Seaport)*

## Grays Harbor Historical Seaport

Founded in 1986 by Grays Harbor citizens with a mission to educate young people about the maritime history of Grays Harbor and Washington state, the Historical Seaport built and launched the brig Lady Washington. Since 1989, more than 200,000 students and more than a million people have walked her decks, while learning about the maritime history of Washington.

Currently the organization is working to implement the design and development of Seaport Landing, a mixed-use public waterfront facility on the South Shore of the Chehalis River in Aberdeen that will include maintenance facilities for Lady Washington, her companion ship Hawaiian Chieftain, and other vessels. Seaport Landing will also feature maritime themed educational exhibits, programs and activities that will serve local K-12 students and attract visitors from around the world. Seaport Landing will transform a degraded, industrial shoreline on the Chehalis River into a vibrant attraction and anchor point for Aberdeen revitalization efforts. Designed to meet “green” building standards, the facility will also provide easy water access to the Grays Harbor National Wildlife Refuge, the Chehalis Basin Surge Plain Natural Area Preserve, and 36 miles of navigable waterways, all within 29 miles of the sanctuary. The Historical Seaport has partnered with several organizations to move the project forward, including the City of Aberdeen, Grays Harbor Community Foundation, and Washington State Department of Natural Resources.

The Grays Harbor Historical Seaport Landing has expressed interest in working with OCNMS with exhibits, and is a possible location for a satellite office.

# POTENTIAL PARTNERS

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## Olympic National Park

Olympic National Park (ONP) protects about 1,400 square miles of the intertidal, island, and shoreline habitat. ONP is located in the heart of the Olympic Peninsula and borders along 73 miles of the OCNMS' coastline. ONP and OCNMS work together on protection, interpretation, and management of coastal resources. The OCNMS partners with ONP and Feiro Marine Life Center on North Olympic Watershed (NOW) Science programs, which are offered to fifth grade classes in the Crescent, Port Angeles, and Sequim School districts. The program has received funding through a NOAA B-Wet grant that provided transportation funding. In addition, OCNMS has been working with ONP on a variety of interpretive exhibits and signs at various locations along the outer coast as well as exploring opportunities for a joint facility at Kalaloch.

In 2010, ONP issued their Long-Range Interpretive Plan that outlines recommendations for “future interpretive services, facilities, and media”. ONP looks to further investigate the feasibility of an ocean-themed multi-agency visitor center at Kalaloch. It is the goal that this facility strategy and the implementation actions in the NPS Long-Range Interpretive Plan are aligned, to the greatest extent possible.

## Olympic Natural Resources Center

The University of Washington Olympic Natural Resources Center (ONRC) located in Forks, WA, provides scientific information to address critical issues and solve problems concerning forestry and marine sciences in the region. The ONRC serves as a catalyst for interdisciplinary and collaborative work, bringing together expertise from forest resources and ocean and fishery sciences. By integrating research with education and outreach, ONRC unites researchers, students, professionals, and the general public.

A partnership opportunity in Forks should be further explored between OCNMS and the ONRC. The existing ONRC campus, which offers multiple meeting spaces, bunking quarters, and lab space, could provide an opportunity to undertake expanded research and/or educational activities. In addition, there is potential for sanctuary exhibits in collaboration with the ONP and the USDA Forest Service at the USFS Forks Visitor Center. The visitor center provides visitor information and exhibits about the “west end” of the Olympic Peninsula, including the ONP coastal and rainforest areas.

## Port of Port Angeles

The Port of Port Angeles sees itself as both a public steward and a profitable self-sustaining enterprise providing services to the citizens of Clallam County. The Port of Port Angeles is a municipal

corporation created in 1922, by the voters of Clallam County. As a public enterprise with distinctive authority operating in a global, market-driven environment, the Port gives careful deliberation to the economic, societal and environmental repercussions of its business decisions.

The Port's mission is to be the primary leader in economic development in Clallam County by marketing and developing properties and facilities for the long-term benefit of our stakeholders while fulfilling the Port's environmental stewardship role.

## Seattle Aquarium

The Seattle Aquarium opened in 1977 and expanded in 2007 by adding 18,000 square feet with \$42 million of new exhibits, gift and food service as well as exciting meeting and event facilities. In July 2010, the nonprofit Seattle Aquarium Society assumed management of the Seattle Aquarium from the City of Seattle, Department of Parks and Recreation which has operated the Aquarium since its opening. The Aquarium is the seventh largest Aquarium in the U.S. by attendance and the Puget Sound region's third largest paid visitor attraction. In 2009, the aquarium saw a record breaking 836,720 visitors.

In their recent 2011-2013 Strategic Plan, the aquarium outlines the following goals:

- Achieve attendance at the level of the top five U.S. aquariums
- Be recognized globally for leadership in marine education
- Grow annual attendance to 1.5 million
- Serve as a primary economic contributor to Seattle's waterfront and downtown

To accomplish these goals, the aquarium plans to implement the following strategies:

- Refresh our exhibits
- Expand our exhibit space
- Expand our programs
- Earn the allegiance of the community and millions of dollars in new donor support

Because of their similar mission, OCNMS currently collaborates with the Seattle Aquarium on educational programs. The Seattle Aquarium could be a potential partner for exhibits and programming in Port Angeles.

## USFWS Washington Islands National Wildlife Refuges

The USFWS Washington Islands National Wildlife Refuges includes the Flattery Rocks National Wildlife Refuge, the Quillayute Needles National Wildlife Refuge, and the Copalis National Wildlife Refuge. Since 1907, critical resting and breeding grounds for marine wildlife off the outer Olympic coast have been protected and preserved by the National Wildlife Refuge System. USFWS coordinates with other agencies and tribes to ensure the long-term health and viability of native seabird and marine wildlife populations.

The USFWS Comprehensive Conservation Plan (CCP) provides long-term guidance for management decisions and set forth goals, objectives, and strategies needed to accomplish refuge purposes and identify the Service's best estimate of future needs. The 2007 CCP and Environmental Assessment references a joint coastal facility with OCNMS and ONP, possibly at Kalaloch. The objective states that the refuge aims to "promote refuge conservation and awareness by coordinating with other agencies, tribes, and organizations to develop off-site interpretive facilities by 2010." Olympic National Park's 2010 Interpretive Plan also discusses this possibility.

## Washington Sea Grant

A partnership between universities and NOAA, the National Sea Grant College program has worked to create and maintain a healthy coastal environment and economy. The Sea Grant network includes more than 30 programs based at top universities in every coastal and Great Lakes state, Puerto Rico, and Guam. The programs of the Sea Grant network collaborate to help citizens understand, conserve and better utilize America's coastal, oceanic and Great Lakes resources.

The Washington Sea Grant serves communities, industries and the people of Washington state, the Pacific Northwest and the nation through research, education and outreach by:

- Identifying and addressing important marine issues;
- Providing better tools for management of the marine environment and use of its resources; and
- Initiating and supporting strategic partnerships within the marine community.

Because of their similar mission, the Washington Sea Grant stands as a possible partner for exhibits and programming with OCNMS.





## Introduction

**T**his chapter deals with the physical space requirements and functional relationships portion of the program for OCNMS. This preliminary program will translate the overall vision and goals into a physical space or footprint that measures the potential size and scope of the facility. The preliminary program will provide OCNMS and the sanctuary, as well as potential partners, with a consistent description of what should be included in an OCNMS facility.

- Abbreviations and Definitions
- The Current Facility
- Recommended Space List
  - Shared Spaces
  - OCNMS Administrative and Support
  - Volunteer/Staff Spaces
  - Visitor Center
  - Warehouse/Vessel Program
- Phasing
- Southern Sanctuary
- La Push
- Neah Bay

# PRELIMINARY PROGRAM OF REQUIREMENTS

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## Definitions

Listed below are definitions of frequently used terms in this chapter:

<b>Assignable Square Feet</b> (ASF)	The usable area or area within the inside face of the interior walls of each space
<b>Gross Square Feet</b> (GSF)	The area within the outside face of the exterior walls of the building which includes net square feet, non-assignable square feet, building service area, circulation area, mechanical area, and structural area
<b>Non-Assignable Square Feet</b> (NASF)	Areas such as mechanical space, telecommunication closets, janitor closets, etc., which are an inherent part of the building, but are not usable space for the owner’s program activities (includes building service, circulation, and mechanical areas)

## Assignable vs. Gross Square Feet

The tables and charts in this chapter depict area sizes in Assignable Square Feet (ASF) and non-assignable square feet unless Gross Square Feet (GSF) is specifically noted. Assignable square footage measures only the usable area of a given space. It does not include spaces such as lobbies, corridors (except for internal circulation within suites) and other public and support spaces such as mechanical rooms, toilets, stairs, etc. These types of spaces are included in the non-assignable square footage. The sum of the net square footage, the non-assignable square footage, and the structural areas is equal to the gross square footage of the building.

## Internal Circulation

In addition to stairwells, elevators, lobbies, and mechanical rooms, the net-to-gross factor for the building will include space for major building corridors which provide access to the major spaces in the facility. This space allocation does not include enough space for hallways and semi-public waiting or reception spaces which are affiliated with office suites. The suites themselves are accessed from the major building corridors, while the offices and other spaces within the suite are accessed from “internal circulation.”

# PRELIMINARY PROGRAM OF REQUIREMENTS

## The Current Facility

The current sanctuary facility in Port Angeles is located in The Landing Mall near the ferry terminal and Feiro Marine Life Center. This location provides office space for OCNMS and the Olympic Coast Discovery Center. The leased space in a commercial office complex serves as the base of operations for sanctuary programs, operations, and outreach. In addition, the sanctuary leases a warehouse 15 minutes from the administrative offices that is used for a small vessel, make-shift wet lab, and equipment storage.

The existing facility is not satisfactory in that it does not provide adequate office space, operational spaces, storage, or public meeting space. The discovery center is small with no room for expansion or new/updated exhibits. The space is crowded and it does not have adequate room to support a broader range of outreach or educational activities. Secondly, the facility is not visible to the public and is not perceived as welcoming to visitors. In addition, the spaces are disjointed, resulting in time lost having to travel back and forth to the warehouse space.

The preferred solution for long term OCNMS facilities is a consolidated facility with partners. In this recommendation, OCNMS would share spaces with like-minded partners in a campus of marine focused organizations. The need for a consolidated facility was first identified in the OCNMS 2002 Long Range Facility Plan.

## Recommended Space List

### Shared Spaces

An outline of potential shared spaces has been provided in the OCNMS facility plan. This does not preclude other solutions and is only a suggestion of what might be shared in the campus concept.

## OCNMS Long-Term Space Requirements

Preliminary Space List - Port Angeles

Name of Space	Capacity	No. and Size of Space	Total Area (ASF)
<b>Shared Spaces</b>			
Large Multipurpose Room/Auditorium	150	1 @ 1,750sf	1,750
Storage (Furniture)		1 @ 200sf	200
Large Conference Room	18-25	1 @ 500sf	500
Wet Lab/Classroom	24-30	1 @ 900sf	900
Storage		1 @ 75sf	75
<b>Subtotal Shared Spaces</b>			<b>3,425</b>

# PRELIMINARY PROGRAM OF REQUIREMENTS

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These spaces would be shared between OCNMS and partners. The flexible meeting spaces should support a variety of functions, including seminars, lectures, educational camps, and hands-on education. The meeting spaces should be equipped with video conferencing and projection capability to make the spaces flexible and state-of-the-art.

The shared spaces would be an asset not only to the facility partners, but also the community. Port Angeles is currently lacking in appropriate meeting spaces for large groups and providing such meeting spaces in the proposed project could help fill this void.

# PRELIMINARY PROGRAM OF REQUIREMENTS

## OCNMS Administrative and Support

The following section lists OCNMS requirements, including those of the discovery center and vessel support.

A definitive size and scope of the OCNMS facility or campus is unknown at this time. The space list presented below is a good starting point, but it is still in draft form. It is simply a “wish list” of all spaces perceived as necessary for the facility. The proposed solution/location will result in a more precise project scope and space list that will be customized to the project budget and site or building constraints. The spaces included have been sized according to government space standards and industry best practices. Red text indicates future growth.

### OCNMS Long-Term Space Requirements

Preliminary Space List - Port Angeles

Name of Space	Capacity	No. and Size of Space	Total Area (ASF)
<b>OCNMS Administrative + Support Space</b>			
<i>Administrative</i>			
Superintendent Office		1 @ 275sf	275
Deputy Superintendent - Operations		1 @ 150sf	150
Deputy Superintendent - Programs		1 @ 150sf	150
Administrative Assistant		1 @ 80sf	80
Marine Operations Officer		1 @ 120sf	120
Resource Protection Specialist Office		1 @ 120sf	120
Research Coordinator		1 @ 120sf	120
Research Technician		1 @ 80sf	80
Permit Coordinator		1 @ 120sf	120
IT Support		1 @ 120sf	120
Database Technician		1 @ 80sf	80
Vessel Operator		1 @ 120sf	120
Graphic Artist		1 @ 80sf	80
Education Coordinator		1 @ 120sf	120
Education Specialist		1 @ 80sf	80
Discovery Center Manager/Volunteer Coordinator		1 @ 120sf	120
Visitor Services		1 @ 120sf	120
Marine Geographer		1 @ 120sf	120
Marine Biologist		1 @ 120sf	120
Growth Office		2 @ 120sf	240
Growth Workstation		2 @ 80sf	160
Intern/PT/Hotelling Workstation		2 @ 64sf	128

# PRELIMINARY PROGRAM OF REQUIREMENTS

## OCNMS Administrative and Support (cont.)

### OCNMS Long-Term Space Requirements

Preliminary Space List - Port Angeles

Name of Space	Capacity	No. and Size of Space	Total Area (ASF)
<b>OCNMS Administrative + Support Space</b>			
<i>Support</i>			
Library/Meeting Room	12-15	1 @ 300sf	300
Workroom/Copy Room/Production/Plotter		1 @ 225sf	225
Kitchenette/Breakroom		1 @ 150sf	150
File Room/Video Storage		1 @ 150sf	150
Storage Closet		2 @ 75sf	150
IT/Data Closet		1 @ 50sf	50
Reception Area		1 @ 150sf	150
Dry/Video Lab		1 @ 150sf	150
Wet Lab/Research		1 @ 300sf	300
Staff Lockers		1 @ 100sf	100
Bicycle Storage		1 @ 60sf	60
<i>Outdoor Spaces: Bicycle Racks</i>			
<i>Internal Circulation (25%)</i>		<i>1 @ 1,112sf</i>	<i>1,112</i>
<b>Subtotal OCNMS Administrative + Support Space</b>			<b>5,720</b>
<b>Volunteer/Staff Spaces</b>			
Staff/Volunteer Room w/ Lockers		1 @ 200sf	200
Shower		2 @ 100sf	200
<b>Subtotal Volunteer/Staff Spaces</b>			<b>400</b>
<b>Visitor Center</b>			
Exhibit Space		1 @ 1,600sf	1,600
<b>Subtotal Visitor Center</b>			<b>1,600</b>
<b>Warehouse/Vessel Program</b>			
Maintenance Shop Space		1 @ 600sf	600
Storage		1 @ 1,200sf	1,200
Dive Locker + Showers		1 @ 300sf	300
<i>Outdoor Spaces: Moorage/Access to Pier</i>			
<b>Subtotal Warehouse/Vessel Program</b>			<b>2,100</b>
<b>Building Subtotal ASF</b>			<b>13,245</b>
<i>Net to Gross (65%)</i>			<i>7,132</i>
<b>Building TOTAL</b>			<b>20,377</b>

## Space Descriptions

A brief description of OCNMS' long term facility requirements is provided below. Whatever solution is decided upon should support in-house research, operations, and outreach by creating flexible

# PRELIMINARY PROGRAM OF REQUIREMENTS

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spaces that will promote the broad mission of the sanctuary.

## **Office Spaces**

Two office types have been provided; an enclosed office and a workstation to accommodate both Full Time, Part Time, and contract sanctuary staff. In addition, several growth offices and “hotelling” spots have been provided to accommodate future staff and interns or visiting scientists.

## **Support Spaces**

Basic support spaces have been provided, including work rooms and storage space to support the day to day needs of the office staff. In addition, spaces have been included to support in-house research. A dry lab has been provided for “clean” electronics and AV work as well as a wet lab for “dirty” work. The dry lab will equip OCNMS staff with the right kind of specialized space to work on Remotely Operated Vehicles (ROVs), video equipment, and manage live video feeds connected to the sanctuary. A flexible wet lab will offer versatile space for analysis and sanctuary research with space for freezers and sample storage.

In addition, space should be dedicated for staff lockers and bicycle storage.

## **Volunteer Spaces**

If the sanctuary is dependent on volunteers for outreach, staffing the Discovery Center, and monitoring, then dedicated space should be provided for lockers as well as touch down workspace. Showers have been included as a shared asset that could be used by all staff members.

## **Visitor Center**

Space has been provided to accommodate an expanded discovery center. The Discovery Center should showcase the uniqueness of the Olympic Peninsula, science and research of the sanctuary, and offer a unique experience to visitors of the sanctuary. The visitor center could be a shared asset that includes partner exhibits.

## **Warehouse/Boat Program**

To support sanctuary enforcement and research operations, a boat repair shop is needed to maintain vessels with tools, benches, HAZMAT storage for chemicals, and general workspace. In addition, a large amount of storage for equipment, materials, and a small vessel is required. A small dive locker has been provided to support NOAA dive operations in the sanctuary that will include gear storage and workspace. Lastly, the sanctuary will require moorage or access to moorage for staging operations.



# PRELIMINARY PROGRAM OF REQUIREMENTS

## Phasing

Dependent on funding, scope, and the myriad of other factors that go into planning a facility, the project may be phased into more easily attainable steps with small portions being implemented or built-out as funding becomes available. Once OCNMS and partners agree on the priorities for the campus/facility, a more concrete phasing strategy may be developed that incorporates these priorities. The following chart uses the previously listed space program and gives an example of a phased approach for programmatic implementation of the project. Phasing for funding and construction purposes may have a different configuration.

### OCNMS Long-Term Space Requirements

Preliminary Space List - Port Angeles		Phase I		Phase II	
Name of Space	No. and Size of Space	Total Area (ASF)	No. and Size of Space	Total Area (ASF)	
<b>Shared Spaces</b>					
Large Multipurpose Room/Auditorium			1 @ 1,750sf	1,750	
Storage (Furniture)			1 @ 200sf	200	
Large Conference Room	1 @ 500sf	500			
Wet Lab/Classroom	1 @ 900sf	900			
Storage	1 @ 75sf	75			
<b>Subtotal Shared Spaces</b>		<b>1,475</b>		<b>1,950</b>	
<b>OCNMS Administrative + Support Space</b>					
<b>Administrative</b>					
Superintendent Office	1 @ 275sf	275			
Deputy Superintendent - Operations	1 @ 150sf	150			
Deputy Superintendent - Programs	1 @ 150sf	150			
Administrative Assistant	1 @ 80sf	80			
Marine Operations Officer	1 @ 120sf	120			
Resource Protection Specialist Office	1 @ 120sf	120			
Research Coordinator	1 @ 120sf	120			
Research Technician	1 @ 80sf	80			
Permit Coordinator	1 @ 120sf	120			
IT Support	1 @ 120sf	120			
Database Technician	1 @ 80sf	80			
Vessel Operator	1 @ 120sf	120			
Graphic Artist	1 @ 80sf	80			
Education Coordinator	1 @ 120sf	120			
Education Specialist	1 @ 80sf	80			
Discovery Center Manager/Volunteer Coordinator	1 @ 120sf	120			
Visitor Services	1 @ 120sf	120			
Marine Geographer	1 @ 120sf	120			
Marine Biologist	1 @ 120sf	120			
Growth Office			2 @ 120sf	240	
Growth Workstation			2 @ 80sf	160	
Intern/PT/Hotelling Workstation	2 @ 64sf	128			

# PRELIMINARY PROGRAM OF REQUIREMENTS

## Phasing (cont.)

### OCNMS Long-Term Space Requirements

Preliminary Space List - Port Angeles		Phase I		Phase II	
Name of Space	No. and Size of Space	Total Area (ASF)	No. and Size of Space	Total Area (ASF)	
<b>OCNMS Administrative + Support Space</b>					
<i>Support</i>					
Library/Meeting Room	1 @ 300sf	300			
Workroom/Copy Room/Production/Plotter	1 @ 225sf	225			
Kitchenette/Breakroom	1 @ 150sf	150			
File Room/Video Storage	1 @ 150sf	150			
Storage Closet	2 @ 75sf	150			
IT/Data Closet	1 @ 50sf	50			
Reception Area	1 @ 150sf	150			
Dry/Video Lab	1 @ 150sf	150			
Wet Lab/Research	1 @ 300sf	300			
Staff Lockers			1 @ 100sf	100	
Bicycle Storage			1 @ 60sf	60	
<i>Outdoor Spaces: Bicycle Racks</i>					
<i>Internal Circulation (25%)</i>	<i>1 @ 1,012sf</i>	<i>1,012</i>	<i>1 @ 140sf</i>	<i>140</i>	
<b>Subtotal OCNMS Administrative + Support Space</b>		<b>5,060</b>		<b>700</b>	
<b>Volunteer/Staff Spaces</b>					
Staff/Volunteer Room w/ Lockers			1 @ 200sf	200	
Shower			2 @ 100sf	200	
<b>Subtotal Volunteer/Staff Spaces</b>		<b>0</b>		<b>400</b>	
<b>Visitor Center</b>					
Exhibit Space	1 @ 1,000sf	1,000	1 @ 600sf	600	
<b>Subtotal Visitor Center</b>		<b>1,000</b>		<b>600</b>	
<b>Warehouse/Vessel Program</b>					
Maintenance Shop Space			1 @ 600sf	600	
Storage	1 @ 1,200sf	1,200			
Dive Locker + Showers			1 @ 300sf	300	
<i>Outdoor Spaces: Moorage/Access to Pier</i>					
<b>Subtotal Warehouse/Vessel Program</b>		<b>1,200</b>		<b>900</b>	
<b>Building Subtotal ASF</b>		<b>8,735</b>		<b>4,550</b>	
<i>Net to Gross (65%)</i>		<i>4,703</i>		<i>2,450</i>	
<b>Building TOTAL</b>		<b>13,438</b>		<b>7,000</b>	

# PRELIMINARY PROGRAM OF REQUIREMENTS

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## Southern Sanctuary

OCNMS has a long standing need to provide more outreach to the sanctuary's coastal areas, especially the southern sanctuary region. This requirement was first identified in the 2002 *Long Range Facility Strategy*. OCNMS is limited in its current state on the amount of outreach offered in this area due to lack of the resources and distance. As a long term goal of the management plan, the sanctuary seeks to better serve this area with a solid presence through exhibits and/or a field office with a staff member dedicated to outreach and education in the area. The satellite office would allow a presence in this area as well as better management of the sanctuary. Potential locations for this satellite office include the Grays Harbor area, Aberdeen, Westport, and Ocean Shores. There has been a surge of growth and development in this region recently, including development on the Grays Harbor Historical Seaport Landing and the new Seabrook residential development. These developments will increase both resident and tourist populations in the area.

The following space list suggests a small field office for two staff members as well as a small visitor center.

### OCNMS Long-Term Space Requirements

Preliminary Space List - Southern Sanctuary

Name of Space	Capacity	No. and Size of Space	Total Area (ASF)
<b>Satellite Office</b>			
Visitor Center		1 @ 600sf	600
Storage		1 @ 200sf	200
Reception + Receptionist		1 @ 200sf	200
Outreach Coordinator Office		1 @ 150sf	150
Workroom/Kitchenette		1 @ 150sf	150
<i>Internal Circulation (25%)</i>		<i>1 @ 288sf</i>	<i>288</i>
		<b><i>Subtotal Satellite Office</i></b>	<b><i>1,588</i></b>
		<i>Net to Gross (65%)</i>	<i>855</i>
		<b>Building TOTAL</b>	<b>2,442</b>

# PRELIMINARY PROGRAM OF REQUIREMENTS

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## La Push

Much of the sanctuary's research and science is done from La Push during research season because the research vessel is docked here and it provides the most direct access to sanctuary waters. Currently, the sanctuary must pay for lodging for research crews, which is a drain on resources. The sanctuary would greatly benefit from having some sort of space for lodging crew and researchers in La Push. This bunking space would support visiting scientists, interns, and university students and provide the ability to complete long-term research projects, attracts students/scientists, and provides sleeping quarters in an area where hotels are cost prohibitive or unavailable. The space should be flexible to accommodate varying numbers of people dependent on the mission. A proposed space list has been provided here.

### OCNMS Long-Term Space Requirements

Preliminary Space List - La Push

Name of Space	Capacity	No. and Size of Space	Total Area (ASF)
<b>Bunking</b>			
Showers		2 @ 80sf	160
Storage		1 @ 50sf	50
Men's Sleeping	2	1 @ 120sf	120
Women's Sleeping	2	1 @ 120sf	120
Workroom/Kitchenette		1 @ 150sf	150
<b>Subtotal Bunking</b>			<b>600</b>
<i>Net to Gross (65%)</i>			323
<b>Building TOTAL</b>			<b>923</b>

# PRELIMINARY PROGRAM OF REQUIREMENTS

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## Neah Bay

When required, OCNMS uses docking and storage in Neah Bay. The current trailer is housed on the USCG station in Neah Bay. The trailer is currently in a state of disrepair. Therefore, the sanctuary must seriously look at a replacement trailer or similar solution for workspace and storage.

### OCNMS Long-Term Space Requirements

Preliminary Space List - Neah Bay

Name of Space	Capacity	No. and Size of Space	Total Area (ASF)
<b>Storage/Support Space</b>			
Storage		1 @ 300sf	300
Workroom/Kitchenette		1 @ 150sf	150
Multipurpose Space		1 @ 150sf	150
		<b>Subtotal Storage/Support Space</b>	<b>600</b>
		<i>Net to Gross (65%)</i>	323
		<b>Building TOTAL</b>	<b>923</b>



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