# Fort Worden Site & Facilities Plan

## Staff Recommendation

**August 2008**

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## Introduction

This Site and Facilities Use and Development Plan Report is based on the site and facilities portion of the Operations and Management Assessment Report provided to Washington State Parks in May 2008 as well as the Long Range Business Development Plan prepared by Pros Consulting in conjunction with this report. The development concepts and specific recommendations presented herein incorporate the historical character, landscaping and nature of the Fort. Led by the Land Use, Architectural and Civil Engineering departments at BCRA, this report was prepared by a team of sub-consultants specializing in the fields of architecture, historic preservation, civil engineering, electrical engineering and traffic engineering.

The following individuals and organizations are recognized:

Bill Acker, Cost Estimator, Bill Acker Consulting Services
Keri Adams-Lee, Planner, BCRA
Carolyn Back, Planner, BCRA
Greg Brower, Landscape Architect, The Berger Partnership
Kate Burke, Fort Worden Area Parks Manager, Fort Worden State Park and Conference Center
Chauncey Drinon, Designer, BCRA
Andy Epstein, Civil Engineer Project Manager, BCRA
David M. Hansen, Historic Preservation Consultant, Outworks
Peter Herzog, Parks Planner, Washington State Parks
Lucas Johnson, Civil Engineer Designer, BCRA
Juel Lugo, Project Manager for Graphic Design, BCRA
Bethany Maines, Graphic Designer, BCRA
Dan McKinney Jr, Associate Principal, Transpo Group
Kristine Nims, Director of Graphic Design, BCRA
Frannie Owyang, Lead Graphic Designer, BCRA
Christine Phillips, Senior Planner, BCRA
George Randels, Fort Worden Advisory Committee
Gareth Roe, Land Use Planning Director, BCRA
Rick Sepler, Director, Port Townsend Planning Department
Brian Trusty, Senior Manager, Pros Consulting
Charlyn L. Wingard, Project Architect, BCRA
David Wright, Urban Planner, Sketch Artist, BCRA

## Executive Summary

In January 2007, the State Parks and Recreation Commission (Commission) adopted a series of recommendations to guide long-term development and management of Fort Worden. As envisioned, Fort Worden will become a Life Long Learning Center that is a full-service, year round destination providing a diverse array of meaningful experiences for people of all ages, backgrounds, skills, and interests through its programs, events, services, and facilities.

A multitude of resident partners will create a shared economy that supports state of the art programming in the arts and culture, health and wellness, natural science, outdoor recreation, and historic preservation. With a variety of conference facilities and accommodations ranging from camping to residences and single guest rooms, plus high-quality food service focused on locally grown ingredients, the new Fort Worden will allow visitors to design their stay around their needs and preferences.

As part of its 2007 actions, the Commission directed staff to prepare additional planning documents to guide implementation of its vision for Fort Worden. These included:

1. *Site and Facilities Use and Development Plan* to guide long-term use and development of the park and its many historic buildings;
2. *Design Guidelines* to guide treatment of structures and landscapes within the Fort Worden National Historic Landmark; and
3. *Business and Operations Implementation Plan* to guide financial management, program development, and operation of the envisioned life-long learning center.

This document seeks to satisfy #1, above and is intended to guide rehabilitation and development of facilities in support of the Life Long Learning Center vision. Recommendations related to business and operations are provided in Business and Operations Implementation Plan, while Design guidelines are presented in the Fort Worden Guidelines for Rehabilitation.

This *Site and Facility Use and Development Plan* is a culmination of work and analyses performed throughout multiple planning phases that established a new vision for Fort Worden State Park as a center for life-long learning. This report is an implementation tool to be utilized to clarify site and facility use requirements for the new Fort Worden vision. Reports that have contributed to preparation of this *Site and Facility Use and Development Plan* include:

- Previous Fort Worden State Park Planning (Phases 1 and 2: 2005-2007)
- *Operations and Management Assessment Report* (Phase 3 - June 30, 2008)
- *Preliminary Recommendations Report* (Phase 3 - June 30, 2008)
- *Preliminary Guidelines for Rehabilitation* (Phase 3 - June 30, 2008)
- *Preliminary Business and Operations Plan* (Phase 3 - June 30, 2008)
- Substantial Public and Stakeholder Input – Phases 1, 2, and 3

Prior to the presentation of more detailed site and facility recommendations for the Fort Worden Lifelong Learning Center concept, however, it is prudent to revisit the vision, mission, values and development principles determined during previous planning phases. Goals for the Lifelong Learning Center are also included.

## Vision

Fort Worden is a legendary gathering place where people are transformed through retreat, renewal and discovery.

## Mission

Fort Worden is Washington's state park conference center for recreation, arts, culture, history and the environment. It is a confluence of creative learning, recreation, and retreat opportunities for people of all ages, abilities, and backgrounds.

Fort Worden is a partnership of the Washington State Parks and Recreation Commission, the Washington State Arts Commission, resident cultural institutions and businesses and major funders, achieving financial vitality through coordination and collaboration. The partnership:

1. Promotes personal growth and professional development through conferences, workshops, performances, exhibitions and special events for individuals and groups.
2. Develops and manages businesses that fund annual operations; and
3. Attracts public-private funding for capital projects and endowment.
4. Restores, preserves and interprets the significant historical, cultural and natural resources of the area

## Values

### STEWARDSHIP

Fort Worden State Park develops, cares for and manages the park and serves visitors, volunteers and donors through local, native and sustainable environments and economies. Activities, programs and individual visitor experiences at the park are framed around discovery of, attentiveness to, education about and deep appreciation of its specific natural, cultural and historical environments.

### INTEGRATION

The economic vitality of the park is a direct function of the economic vitality of all Fort Worden State Park partners and the Port Townsend community. All businesses, programs and services at the park are dynamically integrated in demonstration of shared and interrelated core values and economic strategies.

### LEARNING: CREATIVITY & DISCOVERY

Fort Worden State Park serves individuals and gatherings dedicated to preserving and revitalizing cultural traditions, taking creative risks and generating new practices, ideas, and conversations.

### CULTURE OF HOSPITALITY

Programs, services and facilities are designed, developed and promoted to attract, welcome and be accessible to all individuals whose interests are aligned with the missions, visions and values of the park partners.

### PLAY

A commitment to individual health, renewal and transformation is enhanced by maintaining open space and facilities for retreat and enjoyment, as well as self-directed and organized outdoor programs that heighten respect for natural and cultural environment.

## Site Use and Development Principles

To reflect continued commitment to the exceptional character and public use of Fort Worden, staff recommends the Commission adopt principles and objectives to guide site and facility use and development. These principles and objectives augment State Parks' natural and cultural resource management policies and provide guidance for the location, function and approach to site and facility redevelopment and use in the implementation of the Long Range Plan.

### GENERAL

First and foremost, Fort Worden State Park should continue to function as a park for public use, including day-use recreational activities, camping, meetings, reunions and vacations.

The park should accommodate increasing park demand in the future.

Any organizations and businesses operating at the park should have missions and values that support the vision, mission and values of Fort Worden State Park. Organizations offering the same visitor services should be consolidated under a single management structure.

Organizations operating at the park should work collaboratively to foster symbiotic relationships. The physical use and design of the site and buildings should support these relationships.

### SITE AND FACILITIES

1. When addressing needs for additional indoor programs, lodging, visitor services or administrative spaces, first consideration should be given to the adaptive reuse of existing historic structures before construction of new facilities. Proponents of new construction must demonstrate that reuse of existing structures cannot reasonably satisfy programmatic needs or that the nature of construction would unacceptably compromise the historical integrity of existing structures.
2. In addition to complying with the State Parks and Recreation Commission's (Commission) cultural resources policy and the standards the policy adopts, any new buildings and facilities should be designed and sited so that the form, scale, massing and materials, is in keeping with the historic character of the park. As early as practical, site and architectural design guidelines specific to the park should be developed to inform rehabilitation and new construction activities.
3. Fort Worden State Park should provide access to programs, activities, and supporting facilities to people with disabilities consistent with Commission's policy on implementation of the Americans with Disabilities Act. Rehabilitation of the site and facilities should integrate accessibility and historic preservation goals, using creative approaches to provide programs, activities and alternative access routes to amenities. Development of new facilities will use a universal design approach.
4. Consistent with the Commission's sustainability policy, cultural resources policy, and within the context of the fort's historic district designation, rehabilitation of historic structures, as

well as construction of new facilities, should integrate sustainable design and historic preservation goals using "green building" practices whenever possible.

5. Rehabilitation and the location of accommodations should foster increased interaction among visitors and provide an expanded range of lodging choices, including guestrooms with private bathrooms. Reuse of facilities should be based on historic land use patterns.

6. Common-use facilities and amenities should be located within the central historic park area to foster interaction and intermingling among park visitors and programs. An example of this would be the co-location of a lending library with business center and coffee shop. These shared amenities should be located geographically throughout the park area to provide convenient access and to allow visitors to have multiple levels of interaction with each other. Possible facilities could include a cafe, meeting space, library, gym, laundry and museums.

7. Within the context of the historic district designation and Commission cultural resources policy, ecological functions of the main campus and surrounding areas should be restored and enhanced. Existing plant communities should be assessed for health and restoration, including planning for the removal and control of invasive species. When possible, unneeded impervious surfaces should be removed. These surfaces should be rehabilitated with drought-tolerant grasses or grass pavers to meet event parking, native vegetation and forested landscape requirements, as appropriate.

8. Permanent on-site parking should be provided to meet typical summer and weekend parking demand. All event parking should be evaluated and located in specifically designated areas that incorporate the use of grass pavers for greater ecological function. Designated areas should be those that do not limit other concurrent uses of the park and should be located to be concentrated in areas of the park that can more easily handle the impact, such as the Industrial Zone (Appendix I). This retains the original concept of the historic fort as a village where parking is located in pods and users move on foot from facility to facility.

9. A well-developed and environmentally-friendly pedestrian and traffic circulation plan is core to enabling people access to buildings and activities. The circulation plan should consider a park-wide shuttle (perhaps using alternative fuel), bike/walking lanes, links to city bike trails and use of Jefferson County Transit to connect visitors to the city and other modes of transportation, such as the ferry. City of Port Townsend, Port of Port Townsend, Jefferson County, State Ferries, and Fort Worden State Park planners should closely coordinate transportation planning to seamlessly integrate the park into the city's transportation network and minimize traffic-related impacts on surrounding neighborhoods.

10. Park headquarters and administrative offices should be consolidated and moved closer to the visitor information center and park entrance to provide an earlier and more obvious point of contact with visitors and to better orient visitors to the park.

11. Housing for both full-time staff and temporary service level employees could ensure a positive and sustainable business environment. New housing should be constructed for full-time staff in the least historically significant areas of the park, if possible. This would create more privacy while allowing use of historic structures by park visitors. Service level employees should be provided dormitory housing in existing facilities wherever possible.
12. Changing the use of some existing dormitories to single-room lodging, program, and administrative spaces would result in a reduction of modestly-priced bunkhouse accommodations for price-conscious visitors (e.g., school groups). Space in one or more existing barrack-type buildings should be reserved to retain this opportunity.

## Goals of Lifelong Learning Center

- To be a Lifelong Learning Center that is recognized as a full-service, year-round destination providing a diverse array of meaningful experiences for people of all ages, backgrounds, skills, and interests through its programs, events, services, and facilities.
- A multitude of resident partners will create a shared economy that supports state of the art programming in the arts and culture, health and wellness, natural science, outdoor recreation, and historic preservation.
- With a variety of conference facilities and accommodations ranging from camping to residences and single guest rooms, Fort Worden allows visitors to design their stay around their needs and preferences.

- The Fort Worden Lifelong Learning Center will remain a part of the Washington State Park System and retain all aspects of a public park facility including accessibility, reasonable and equitable pricing, and natural and cultural resource protection priorities.
- Any future development of the Fort Worden Lifelong Learning Center will responsibly address and include effective management of the energy requirements of the site as a whole, safe and efficient circulation of people to and throughout the site, the protection of tranquil and personal experiences in the outdoors, and the preservation of the character of the site and its history.

## Foundations of the Site and Facility Use Plan

### SITUATIONAL ASSESSMENT

The consulting team led by PROS Consulting, LLC., has performed extensive assessments as the existing conditions and operating parameters of Fort Worden State Park as a component of the *Fort Worden State Park Long Range Plan*. This process produced a reference point from which preliminary and final recommendations can be made. The assessments included review of:

- Programs and Services
- Operations and Finance
- Organization and Management
- Facilities
- Benchmark Assessment
- Stakeholder Input

The detailed findings of these assessments are provided in the *Organizational and Management Assessment* report (Pros Consulting, June 2008).

### REALISTIC OPPORTUNITIES FOR GROWTH AND DEVELOPMENT

This *Site and Facility Use Plan* was developed with extensive participation by park and agency staff, key stakeholders, and members of the public. No recommendations in this report suggest opportunities that are not within the realm of possibilities for Fort Worden. These findings have taken into account the local, regional and state political climates; available funding possibilities and limitations; strategies that represent a reasonable probability of operational success; capabilities of the stakeholder organizations; and the support of the local population.

In summary, this report contains site and facility best-use practices for supporting innovative and high quality visitor experiences, maximizing potential efficiencies in facility use, an improved energy footprint, known and projected health and safety requirements, maintaining the historic fabric of the site, and better management of the operational aspects of a large and diverse facility.

## Focus of Recommendations

Fort Worden State Park features a tremendous diversity of programs and services available to visitors, provided predominantly through on-site partners. The recommendations of this *Site and Facility Use* Plan are focused on the following three basic premises:

1. Expansion of Improved Overnight Accommodations;
2. Site Organization; and
3. Establishing and Supporting Site Identity.

## EXPANSION OF IMPROVED OVERNIGHT ACCOMMODATIONS

There are currently ten (10) distinct types of improved overnight accommodation facilities at Fort Worden. These include:

- One-bedroom houses
- Two-bedroom houses
- Four-bedroom house
- Five-bedroom house
- Eleven-bedroom house
- Duplexes
- Three-bedroom apartments
- Six-bedroom units, compliant with Americans with Disabilities (ADA) regulations
- Dormitories
- Barracks

Use of these facilities typically only accounts for approximately 11% of total estimated annual park visitation, but represents approximately 67% of total annual earned revenues. Improved overnight accommodations, often provided as conference services, are the best yielding business functions of Fort Worden State Park.

The sustainability of the Fort Worden Lifelong Learning Center will in part depend upon the successful conversion and operation of additional single-guest accommodations. It is strongly recommended to continue with the existing preliminary plans to convert two historic buildings into 100 rooms of single-guest accommodations, and to seek an additional partner organization to manage these services.

## SITE ORGANIZATION

Fort Worden State Park currently has 16 partner organizations operating on-site providing programs and services. These partners include both non-profit and for-profit organizations, and

are managed to provide a complimentary blend of programs and services to visitors. To this point, facilities that house these organizations have been assigned in an "opportunistic" fashion, fitting the needs of an organization with a facility that requires the least amount of improvement to accommodate them. While this strategy was necessary and prudent for the time, the vision of the Fort Worden Lifelong Learning Center requires that the have a greater organization scheme that makes sense to the visitor and enhances the overall visitor experience. New organization of the site also takes advantage of opportunities to gain efficiencies in facility use and operational costs.

The recommendations contained herein detail a basic organization scheme that assigns facilities to their function based upon building design aspects, purpose and predominant use, improved traffic circulation, health and safety requirements, and enhanced visitor experience. The result is a site that makes sense, reinforces the values and principles of Fort Worden Lifelong Learning Center, is easy to navigate, accommodates special needs of visitors, optimizes opportunities for operational efficiencies, and supports the quality experience of tenants and visitors.

### ESTABLISHING AND SUPPORTING SITE IDENTITY

It is critical that the organization and use of the site and facilities at Fort Worden Lifelong Learning Center establish and support the identity of the site. By adjusting how facilities are used or where programs or organizations are located, the identity of Fort Worden can be supported as a:

- Pedestrian-friendly campus;
- Unique and innovative destination learning programs provided in facilities especially tailored to the quality of the experience;
- A full-service destination that can easily accommodate people of diverse interests, skills, and abilities;
- An eco-friendly campus that strives to celebrate the natural and historic resources on site, as well as reduce the energy footprint of the facilities; and
- An unparalleled education, recreation, and leisure experience.

## Best Management Practices

There are numerous best management practices currently used at Fort Worden State Park, both by the park staff and staff of on-site partners. While continuation of these practices is critical, improvement in three areas could dramatically impact operational performance: consistency, coordination, and communication.

### CONSISTENCY

Throughout this report the Consultant Team will refer to consistent practices as a critical element for the success of the Life Long Learning Center concept. This consistency is needed in program delivery; handling customer inquiries, requests and complaints; messaging and branding; and administrative practices. Standards in these areas that are developed jointly by the park and its partners can improve the overall quality of experiences provided to Fort Worden visitors, while also strengthening the relationships of service providers both on- and off-site.

### COORDINATION

There are two areas of coordination identified that should be a priority for Fort Worden State Park and its on-site partners: facilities and programs. As observed through multiple site visits and stakeholder interviews, there is frequently a perceived disconnect between tenants and the state park on the required protocol for addressing facility maintenance needs. While the State Park Staff were frequently complimented on their resourcefulness, it seems generally unclear to on-site partners how facility needs can be addressed in a timely manner. Regular facility need coordination meetings between the park and its tenants would greatly improve the management of a unified facility needs inventory, as well as improve the communication to tenants regarding true constraints to addressing facility needs within an expected time frame.

Secondly, program planning and packaging will improve dramatically with regularly scheduled meetings between park staff and all program personnel from relevant on- and off-site partners. These planning sessions should consist of clearly stated outcomes for programs needed to generate overnight traffic through Fort Worden facilities. It is recommended that these meetings occur monthly initially, and possibly evolve to quarterly based upon the success of keeping all program providers engaged in the planning process.

### COMMUNICATION

Communication is a best practice that can be improved predominantly in two areas: internal, bi-directional communication between park management and on-site partners; and external informational and promotional communication with existing and prospective customers. There are currently increased efforts to address the former, but only recognition of the issue regarding the latter. While internal communication requires time and effort, external communication will require dedicated staff and financial investment.

## Land Classifications and Long-Term Park Boundary

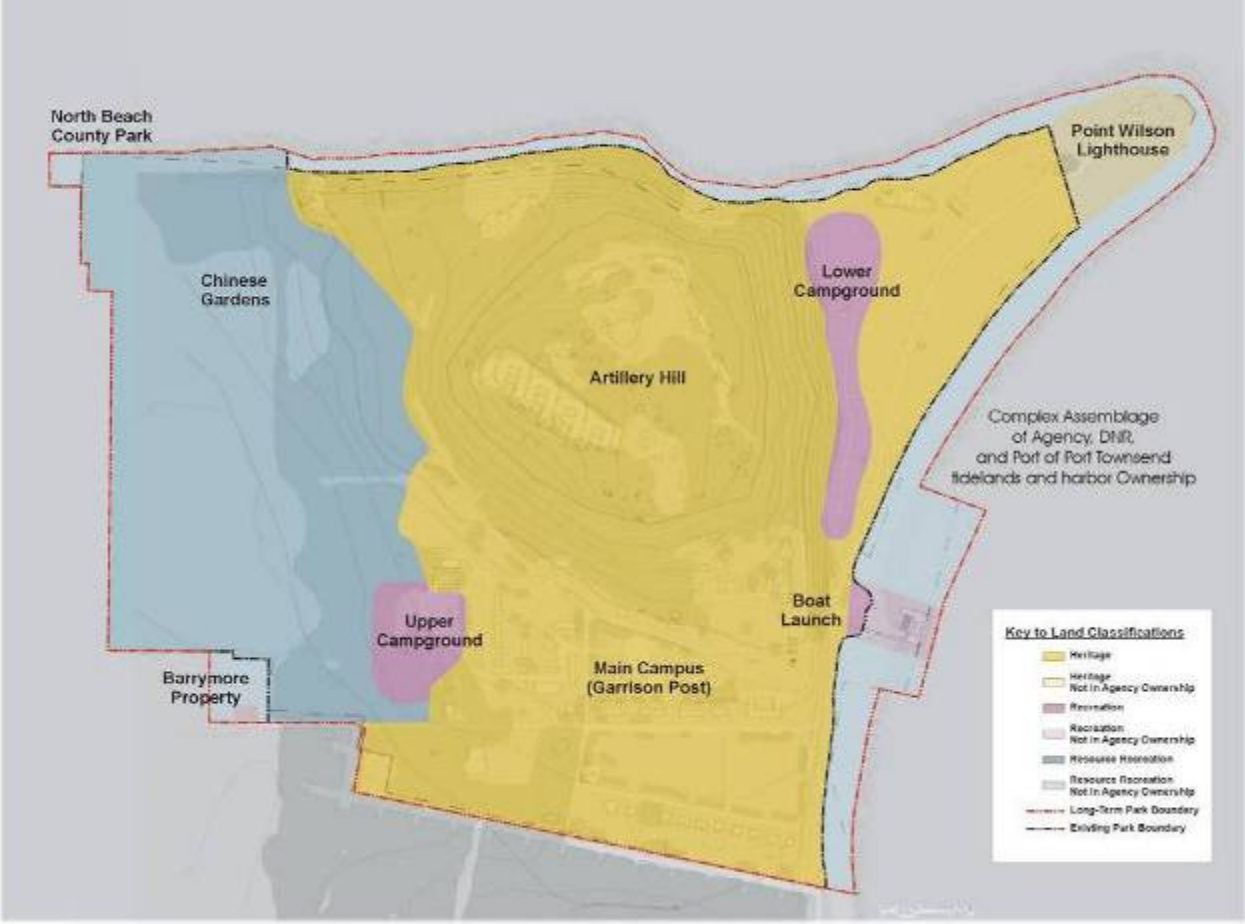
In 2007, the State Parks and Recreation Commission adopted land classifications for Fort Worden State Park. Land classification, similar to zoning, sets appropriate use and development intensities throughout the park. Fort Worden is classified as a combination of Heritage, Recreation, and Resource Recreation Areas as described and shown on the Land Classification Map, page 14.

Adopted land classifications generally affirm the park's current uses while providing room for modest future expansion. The classifications provide for development of 10 campsites in the upper campground to accommodate volunteer host sites displaced from other parts of the park.

Classifications also provide for extensive rehabilitation of historic structures to accommodate new uses and activities as park programming grows. New construction is permitted in Heritage

Areas including the Garrison Post (main campus), Artillery Hill, and the beach area if needed, but only to the extent that the integrity of the site's historic structures and landscapes is not compromised.

The purpose of a long-term boundary is to take a big picture look at what lands, independent of ownership, might advance the vision and goals of the park. These properties are indicated by lighter shaded colors outside the existing park boundary and inside the long-term boundary (red dashed line). Including a privately owned property in a long-term boundary does not necessarily mean the agency wants to purchase it. It simply means that it would be in the park's best interest if the property were managed in a way that complements development and operation of the park.




**LAND CLASSIFICATIONS MAP**

## Summary of Guidelines for Rehabilitation

Fort Worden at the beginning of the 21st century looks remarkably like it did a century before. The overarching purpose of the Fort Worden Guidelines for Rehabilitation is to help ensure that the notable appearance remains intact as new uses are found for the buildings.

Fort Worden has experienced significant change over time. Those changes should have had a profound and lasting effect on the historic qualities of the military post; however they have proved to be surprisingly impermanent. Among its contemporaries, Fort Worden alone retains an appearance that easily recalls the period between 1904 and 1917 before World War I. It is one of the best preserved military posts in the Pacific Northwest, a quality recognized and reinforced by its designation as a National Historic Landmark, a designation reserved for the nation's most significant properties.

By Commission policy, work on historic structures and landscapes at Fort Worden State Park must adhere to the US Department of Interior Secretary's Standards for the Treatment of Historic Properties. Site-specific guidelines for rehabilitation provide a critical intermediate step between the Secretary's Standards and the construction of a particular feature in a particular historic site. Guidelines for Rehabilitation provide architects, builders, property managers, tenants, maintenance staff and others with parameters on how much change can be introduced in adapting an historic building or feature to a new use. Their overall purpose is to ensure that an historic property retains its authenticity and integrity while allowing flexibility to adapt the site and structures to address the evolving needs of the park.

All recommendations in this Site and Facilities Use and Development Plan must be consistent with the Guidelines for Rehabilitation. This provides predictability to potential partners while, at the same time, assuring that the historical integrity of the Fort is appropriately protected.

## Summary of Existing Facilities

### CURRENT AND HISTORICAL BUILDING USES

Many of the original buildings at the Fort no longer exist. A large number of the original structures were built as temporary buildings until a permanent structure could be constructed. These temporary buildings were often re-purposed many times over until they were ultimately removed.

The *Existing Conditions Plan Maps*, Figures 1 and 1a, include the existing buildings at Fort Worden, which are numbered and color coded based on current use. Most of the existing buildings are historical, with the exception of The Commons, Marine Science Center, an addition to the Balloon Hangar, and ticket booth and bathroom structures serving visitors at the camping and beach areas.

The table that follows includes the current building name, current building use, projected use, year built and the size of the structure.

**Building Usage Assessment**

*See Existing Conditions Plan Maps,* Figures 1 & 1a

| Park Bldg # | Current Building Name | Current Building Use | Projected Use | Year Built | Total Bldg Area |
|---|---|---|---|---|---|
| | | | | | |
| **001** | Interpretive Museum | Museum/IC | Museum | 1904 | **5,976** |
| **004** | Officer's Quarters | Housing (Duplex) | Housing (Duplex) | 1904 | **10,314** |
| **005** | Officer's Quarters | Housing (Duplex) | Housing (Duplex) | 1904 | **5,907** |
| **006** | Officer's Quarters | Housing (Duplex) | Housing (Duplex) | 1904 | **5,907** |
| **007** | Officer's Quarters | Housing (Duplex) | Housing (Duplex) | 1904 | **5,907** |
| **009** | Officer's Quarters | Housing (Duplex) | Housing (Duplex) | 1905 | **8,716** |
| **010** | Officer's Quarters | Housing (Duplex) | Housing (Duplex) | 1905 | **8,716** |
| **011** | Officer's Quarters | Housing (Duplex) | Housing (Duplex) | 1905 | **10,314** |
| **015** | Officer's Quarters | Housing (5 Bed) | Housing (Sgl Family) | 1905 | **5,979** |
| **016** | Officer's Quarters | Housing (4-Plex) | Housing (Multi-room) | 1915 | **9,666** |
| **024** | Chapel | Meeting/Multi-Purpose | Auditorium | 1941 | **3,286** |
| **025** | Wheeler Theater | Theater/Classroom | Auditorium | 1932 | **4,918** |
| **026** | McCurdy Pavilion | Performance | Auditorium | 1921 | **19,035** |
| **200** | Administration | Offices/Meeting | Offices/Meeting | 1908 | **10,688** |
| **201** | Artillery Museum | Museum | Museum | 1904 | **19,344** |

| | | | | | |
|---|---|---|---|---|---|
| **202** | Dormitory | Housing (Dorm) | Class/Meeting Rooms | 1904 | **19,344** |
| **203** | Dormitory | Housing (Dorm) | Class/Meeting Rooms | 1905 | **19,344** |
| **204** | Conference Building | Meeting/Multi-Purpose | Auditoriums | 1905 | **21,024** |
| **205** | Centrum/Goddard/ Corvidea | Meeting/Multi-Purpose/Offices | Offices/Meeting | 1904 | **4,914** |
| **210** | Commons | Dining/Multipurpose | Auditoriums | 2003 | **9,679** |
| **221** | Laundromat | Laundry | Unknown | 1941 | **1,040** |
| **223** | Centrum Admin Bldg | Offices | Offices/Meeting | 1904 | **4,160** |
| **225** | Dormitory | Housing (Dorm) | Housing (Multi-room) | 1908 | **39,200** |
| **229** | Alexander's Castle | Housing (1 Bed) | Housing (Single Family) | 1886 | **1,444** |
| **235** | Bliss Housing | Housing (1 Bed) | Housing (Single Family) | 1917 | **861** |
| **245** | Ranger Residence | Housing (Single Family) | Housing (Single Family) | 1898 | **2,826** |
| **246** | JFK | Meeting/Multi-Purpose | Auditoriums | 1941 | **4,100** |
| **259** | Artist Residency | Housing (Duplex) | Housing (Duplex) | 1941 | **1,040** |
| **260** | Artist Residency | Housing (Duplex) | Housing (Duplex) | 1941 | **1,125** |
| **261** | Artist Residency | Housing (Duplex) | Housing (Duplex) | 1941 | **1,125** |
| **262** | NCO Quarters | Meeting Rooms | Class/Meeting Rooms | 1941 | **1,040** |
| **270** | Ranger Residence | Housing (Sgl Family) | Housing (Single Family) | 1904 | **1,665** |
| **272** | Youth Hostel | Housing (Hostel) | Housing (Multi-room) | 1941 | **4,800** |
| **275** | Artist Residency | Housing (4-Plex) | Housing (Single Family) | 1941 | **4,780** |
| **277** | Madrona Vista | Housing (11 Bed) | Housing (Multi-room) | 1941 | **4,780** |
| **296** | Park Shop | Shop | Offices/Meeting | 1941 | **2,821** |
| **297** | Conference Building | Classrooms | Class/Meeting Rooms | 1960 | **972** |
| **298** | College | Classrooms/Offices | Housing (Multi-room) | 1904 | **20,608** |
| **300** | Guard House | Visitor Center/Gift Shop | Visitor Center/Gift Shop | 1904 | **3,668** |
| **304** | Bakery | Storage General | Offices/Meeting | 1941 | **9,240** |
| **305** | Shop | Shop | Class/Meeting Rooms | 1905 | **18,620** |
| **306** | Meeting Rooms | Meeting Rooms | Class/Meeting Rooms | 1904 | **4,798** |
| **308** | Storage | Storage General | Class/Meeting Rooms | 1905 | **2,505** |
| **309** | Gas Station | Gas Station | Shop/Storage | 1920 | **210** |
| **310** | Gymnasium | Gym/Meetings | Gym/Meetings | 1906 | **6,044** |
| **313** | Conference Building | Admin/Shop | Offices/Meeting | 1905 | **2,220** |

| | | | | | |
|---|---|---|---|---|---|
| **315** | Shop | Wood Shop/Sound Studio | Wood Shop/Studio | 1907 | **4,356** |
| **324** | Storage | Storage General | Class/Meeting Rooms | 1909 | **3,045** |
| **325** | NCO Quarters | Housing (2 Bed, ADA) | Housing (Single Family) | 1905 | **1,216** |
| **326** | Conference Building | Meeting/Multi-Use | Auditoriums | 1941 | **5,395** |
| **331** | NCO Quarters | Housing (Duplex) | Housing (Duplex) | 1909 | **4,505** |
| **332** | NCO Quarters | Housing (Duplex) | Housing (Duplex) | 1905 | **4,505** |
| **333** | NCO Quarters | Housing (Duplex) | Housing (Duplex) | 1904 | **4,505** |
| **334** | NCO Quarters | Housing (Duplex) | Housing (Duplex) | 1904 | **4,505** |
| **335** | NCO Quarters | Housing (Duplex) | Housing (Duplex) | 1909 | **4,505** |
| **336** | NCO Quarters | Housing (3 Bed) | Housing (3 Bed) | 1909 | **2,101** |
| **352** | Ranger Residence | Housing (Sgl Family) | Housing (Single Family) | 1915 | **4,505** |
| **353** | NCO Quarters | Housing (4 Bed) | Housing (4 Bed) | 1915 | **4,505** |
| **356** | Generator House | Storage General | Shop/Storage | 1921 | **4,154** |
| **357** | Garage | Storage General | Shop/Storage | 1921 | **2,072** |
| **363** | Demolished | NA | Recreation Hall | Futr | **4,500** |
| **364** | Oil House | Paint Shop | Shop/Storage | 1931 | **724** |
| **365** | Garage | Storage General | Shop/Storage | 1920 | **5,000** |
| **372** | Wagon Shed | Storage | Shop/Storage | 1910 | **7,872** |
| **409** | Storage | Abandoned | Class/Meeting Rooms | 1903 | **2,250** |
| **413** | Storage | Abandoned | Class/Meeting Rooms | 1915 | **2,000** |
| **414** | Storage | Storage General | Class/Meeting Rooms | 1915 | **600** |
| **500** | Demolished | NA | Maritime Museum | Futr | **2,200** |
| **501** | Cable House Canteen | Concession | Concession | 1910 | **2,000** |
| **502** | Machine Shop | History Museum | History Museum | 1921 | **2,218** |
| **503** | | NA | Marine Science Center | Futr | **2,000** |
| **526** | Kitchen Shelter | Kitchen Shelter | Kitchen Shelter | | **1,178** |
| **532** | Marine Science Center | Laboratory | Laboratory | | **2,735** |
| **604** | Ticket Booth | Ticket Booth | Shop/Storage | | **36** |
| | **TOTAL Square Footage** | | | **443,821** | |

See Figure 1 – Existing Conditions Plan Map

See Figure 1a – Existing Conditions Plan – Main Campus Map

## Park-Wide Site and Facility Considerations and Recommendations

### CENTRAL REHABILITATION AND DEVELOPMENT CONCEPT

This plan seeks to improve the organization of the park and provide an overarching functional logic to site and building uses as experienced by the park visitor.

Visitors arriving at the park will come through the main gate and immediately find check-in, information, and orientation at the administrative hub (buildings 300, 304, and 326). From here, visitors are directed to their accommodations, meetings, or other points of interest throughout the park.

Meeting spaces and classrooms are centrally located in the main campus – both existing spaces in and around the Commons and Barracks, as well as a new program hub in the current maintenance area. This area should be rehabilitated to public space where on-site partners provide programs and services. Additional meeting and classroom space should also be included here as necessary.

Overnight accommodations should form a ring around the main campus with convenient pedestrian access to meeting and program space in the center. To foster pedestrian use and retain the historic feel of the Fort, parking should be limited within the main campus. Additional parking should be located at the campus periphery, with overflow and special event parking provided near the mule barn and in strategic lawn areas hardened for this purpose.

Maintenance functions should be relocated to the mule barn area in a new structure designed for this purpose with related storage provided in nearby motor pool buildings.

Within the currently developed footprint, the number of campsites in the upper campground should be modestly increased to add host sites relocated from the historic campus. The lower campground, beach day-use area, and marine-related facilities should be retained in their present configuration; however, contemporary facilities should be renovated to conform to the Fort's Guidelines for Rehabilitation.

Additional recommendations set forth in this section for park-wide systems include: internal circulation, external circulation and transportation, and for natural features of this unique site. Overall, circulation patterns aim to simplify the existing vehicular network and integrate new and existing pedestrian/bike paths with transit and external road networks in a way that respects and enhances the landscape setting and historical context of the site.

Over the years, as use of Fort Worden has changed, some roads have fallen into disuse and need repair. With the loss of some building structures over time, some roads have diminished in importance. This report contains recommendations to close some roads and convert them back to naturalized landscapes, or close them to vehicular transportation and convert them to pedestrian/bicycle pathways.

The intent is to refocus on existing roads as the backbone of the overall site and consolidate transportation that feeds the many areas with the park. This tidying up of unused roads allows visitors to appreciate the historic nature of the site and its buildings and facilitate way-finding around the grounds. Environmental factors include an overall reduction in asphalt and associated stormwater runoff, and increasing area for landscape plantings.

## NON-MOTORIZED INTERNAL CIRCULATION

Non-motorized circulation is the primary mode of getting around for visitors to conferences and workshops, as well as a major pastime for visitors to the Fort Worden campus. Therefore planning for pedestrians, bicycles and ADA compliant circulation needs to be user-friendly, easy to get around the site, and connected in a comprehensive manner site-wide.

## PEDESTRIAN CIRCULATION

Pedestrian circulation includes sidewalks, former roads removed and repaved as gravel walkways, or paved roads closed to vehicular traffic (permanently or temporarily by means of bollards). Some informal pedestrian pathways have come into being over time in what should be formalized spaces, and so sidewalks in these areas are recommended.

## ACCESSIBILITY (ADA)

The *Master Plan with Pedestrian Routes Map,* Figure 2, identifies existing and recommended sidewalks and paths primarily for the main campus with a distinction between ADA and non-ADA routes. The ADA routes shown are based on providing an accessible route to all program facilities, administrative facilities and accessible accommodations. Based on the existing grades of Road Number 10, the sidewalk east of building 225 would require a handrail to meet ADA standards.

ADA accessibility includes ramps into buildings, across curbs and sidewalks for those with wheelchairs, signage appropriate for the blind, and surface textures for pedestrians to tell where there are changes in elevation and/or transportation mode (sidewalk to street, sidewalk to building edge, etc.).

All program facilities, administration facilities, and accommodations should be rehabilitated to include accessible entrances. Accessible ramps along pedestrian routes that link higher and lower elevation areas of the park should be installed. In order to preserve the historic landscape, routes should be designed to run diagonally from the existing north-south military grid and constructed using materials clearly differentiated from those used historically.

For road crossings, crosswalks, and pavement material changes, ADA compliant ramps and detectable warnings will be required. Additionally, all of the existing ADA parking stalls that do not meet the current ADA standards should be updated accordingly. This will include new signage, adjacent loading/unloading zones, and maximum allowable slope within the parking space and unloading zone.

See Figure 2 – Master Plan with Pedestrian Routes

### Bicycles

Visitors to Fort Worden, particularly campers, frequently bring their bicycles to the park. Local residents also ride bikes to the site from outside the Fort Worden boundaries.

Providing a slower speed means of getting around on the site allows the historic nature of the buildings and landscape to be appreciated. Roads and pathways should to be designed with bicycles in mind. Bike racks should be provided at selected buildings and amenities in a manner that preserves the integrity of park structures and the designed cultural landscape. *See Master Plan with Bicycle Routes Map,* Figure 3.

## MOTORIZED INTERNAL CIRCULATION

### Vehicular

Vehicular transportation will continue to be the main mode of going to and from Fort Worden from afar (outside Port Townsend) and locally. Within the site itself, simplifying the road network will improve circulation, while still providing access to important facilities and site amenities. *See Master Plan with RV Route Map,* Figure 4.

### Internal Vehicular Circulation

Internally, vehicular circulation should be limited to several main roads within the Fort Worden complex partly for ease of getting around, but also for cleaning up the general fabric of the overall road and parking layouts.

### Internal Vehicle Parking

Parking areas should generally be located around the periphery of the main campus with new lots located and sized to address new programs and buildings as needed. Accessible parking spaces should be provided near most buildings for people with mobility-related disabilities. Loading spaces should also be provided for service vehicles.

General parking capacity should seek to accommodate typical summer demand. Overflow parking should be provided to accommodate heavier demand periods (e.g. summer weekends and during special events). Overflow areas should be located on lawns currently used for this purpose and improved with Grasscrete or similar engineered surface that can be driven on, has the appearance of grass, and is pervious to rainwater.

Fort Worden currently has 806 existing paved and striped parking spaces. As buildings are rehabilitated and new facilities come on-line, additional parking should be developed. This will ultimately include about 200 new paved car spaces and 6 new RV-length spaces as indicated conceptually in the site Master Plan (Figure 5).

### Internal Shuttle

An internal shuttle will be used to transfer people from various locations within Fort Worden and be available for those with limited mobility or other ADA-related needs.

See Figure 3 – Master Plan with Bicycle Routes

See Figure 4 – Master Plan with RV Routes

## EXTERNAL CIRCULATION

### External Circulation and Transportation

External circulation will define the edges of the Fort Worden campus, and entry points into the site may change. Road No. 2 will continue to serve as a secondary access to the northeastern portion of the Fort Worden grounds for camping, picnicking and beach access.

### Non-motorized – links to City Trail System

People arrive on the site by various means, by land and sea. Some arrive by kayak or other small watercraft to the shores surrounding Fort Worden, or more typically by urban trails from the surrounding neighborhoods. Entrance points to the site should be formalized and recognize the intimacy of the Port Townsend scale and ease of getting to Fort Worden from downtown and the immediate neighborhood. Also, these entrance points can function as place makers to develop individual character of the connection between the site and outside pedestrian networks. Other non-motorized trail links to the City of Port Townsend and Jefferson County trail systems should be pursued.

### Vehicular - Off-Site Mitigation

Even if the anticipated levels of growth (2-4%) would occur during the peak summer months it would be significantly lower than the additional 151 PM peak hour vehicle trips that were assumed and accounted for in the Draft Transportation Functional Plan. This would indicate that the transportation impacts from the proposed development can be mitigated through the implementation of the long range transportation improvements identified in the Draft Transportation Functional Plan. Many of the improvements in the Draft Plan are unfunded, so it is possible that Fort Worden State Park may need to contribute its fair share towards those improvement projects that are along the primary access routes to the Park. Additional measures to mitigate impacts could include the development of a transportation management plan and completing an event management plan to address access and parking for special events. This plan would include a wayfinding program that could direct traffic to specific arterials away from residential areas, encouraging the use of non-motorized travel through the development of bike lanes, trails, and sidewalks around the park.

Continue to work with the City of Port Townsend to identify off-site traffic mitigation requirements consistent with increased peak trip generation into and out of the park. Also, continue to pursue agreements with owners of off-site parking opportunities and transit/shuttle services for special event parking.

### Transit

Public transit stops at key locations will allow visitors as pedestrians and/or bicyclists to reach Fort Worden from downtown Port Townsend. Fort Worden should continue to encourage the use of the local public transit system by park visitors.

## NATURAL FEATURES

The juxtaposition of open water with mountains and local hills, lush vegetation, and the modified Mediterranean climate that characterizes Puget Sound, is well captured in the Fort Worden

setting. Wetlands, typical of the post glacial environment of Puget Sound and found in the Fort Worden area are to be protected, both by means of buffers and such, but also by sensitive site planning, civil engineering, and landscape architectural practices.

Important viewsheds and plant regimes should be protected, celebrated and enhanced, while at the same time capturing the historical value of the Fort Worden site.

In addition, it is important to continue to remove invasive plant species such as Scots broom and others, from all park areas. As these invasive species are removed, natural landscapes should be restored with native plant species. Natural elements of designed landscapes (e.g., trees, shrubs, and lawns) should be rehabilitated with durable, drought tolerant species. Also, investigate establishing gardens in selected park areas that would be consistent with rehabilitation of the historic designed landscape.

# Area Specific Site and Facilities Considerations and Recommendations

## MAIN CAMPUS

### Entrances & Roadways

The City of Port Townsend has suggested that the existing west entrance into Fort Worden be improved to serve as the main park entrance and accommodate the majority of the vehicles entering the site. This project would include an improved west gate entrance for use by RVs and provide stacking lanes along the west entrance roadway. The guard house, and park administration relocated to the USO and Bakery buildings would provide first points of visitor contact and check-in with parking provided in the existing Guard House lot. ADA parking would be provided in the Guard House lot next to the USO and Bakery buildings.

Decisions regarding relocation of the west entrance will be conducted as a separate process in the future. The City of Port Townsend and Fort Worden will work together to complete a full evaluation of the advantages, disadvantages, and environmental impacts associated with changing the main entrance to the west gate (Admiralty Ave). This will include an evaluation of physical constraints, safety, cost, and effects on neighboring communities. Proposed actions resulting from this evaluation will undergo additional environmental review and the public will have opportunities at that time to provide input.

Fort Worden Way between No. 10 road and 6th Avenue is envisioned as closeable by bollards on a short or long-term basis, or temporarily for events, to create a more accessible, pedestrian-friendly route between the Commons and what will become a new program core west of Fort Worden Way (in what is now the existing maintenance area comprised of buildings 304, 305, 306, 308, 310, 324, 325 and 326).

Vehicular transportation should be focused mainly on Fort Worden Way, Eisenhower Street, Pershing Street, Road No. 2, Admiralty Drive, and Road No. 9. Fort Worden Way should be closed between 6th Avenue and No. 10 by bollards as needed.

As discussed in the infrastructure assessment, most of the roads have well aligned intersections with good visibility. However one intersection in particular that should be improved is the intersection of Fort Worden Way and Road No. 10. This should be reconfigured to provide a more defined intersection with better maneuverability for Park visitors.

All existing and proposed roadways should be kept in good working order and repairs to the road surfaces should be ongoing and made in a timely fashion.

Current vehicle access throughout the Park is relatively unrestricted. There are opportunities to limit vehicular access on specific roads to service vehicles and for visitors requiring ADA access. Vehicle access to parking for overnight accommodations could also be restricted through signage, striping, or other indicators. Restricting visitors from driving in areas where they do not need to drive, would protect the existing roads from unnecessary wear and help create a more pedestrian- and bicycle-friendly campus.

Not all of the historic roadways are needed for park purposes and could be converted to trail or abandoned in a manner that retains an indication of the original alignment. Potential roadways include one of the two roads providing access to the gate to Artillery Hill (either from building No. 305 to this gate or from building No. 336) and redundant roads serving the residential buildings north of Alexander's Castle.

**Parking, Sidewalks & Circulation**

The Park should continue to utilize opportunities for off-site parking (e.g., fairgrounds) and shuttle/transit service for large special events. The Park should continue to work in cooperation with the City of Port Townsend to develop new transit solutions to help reduce the impact of traffic in general on the environment and specifically on the local streets and neighborhoods.

Parking areas should be generally located around the periphery of the main campus with new lots located and sized to address new programs and buildings as needed. Selected lawn areas should be improved with Grasscrete or similar materials to accommodate special event parking rather than designing parking for peak uses.

Short-term vehicular and RV parking will be provided in the Guard House lot near buildings 300, 304, and 326. Buildings 304 and 326 are envisioned as the new Fort Worden administrative offices where guests will check-in and get park information on the campus itself, purchase event tickets or buy souvenirs and limited toiletry items.

An ADA compliant ramp will be required to provide an accessible route between the parking lot at the northeast corner of Road No. 9 and Eisenhower Street and buildings 326 and 304. The existing ADA drop-off at The Pavilion should be better defined and expanded to provide more accessible parking.

Bike racks should be incorporated campus-wide. Planning for a "flex-bike" program should also be initiated. With the increasing impact of automobiles on the environment and the rising costs of fossil fuels, more people are using alternate methods of transportation. The City of Port Townsend has been developing bike lanes throughout the city streets that will make it possible to safely ride between the City to Fort Worden and other outlying areas.

Consistent with the Fort Worden Guidelines for Rehabilitation, sidewalks along Fort Worden Way (east side) and Eisenhower Street (south side) should be considered to provide a safe

pedestrian route along currently undefined street edges and parking spaces. Other sidewalks along No. 10 Road could unify the perimeters of the campus and link new parking areas to the rest of the campus. Bollards, changes in pavement types, and signage should all be used in crosswalks to designate crossing.

**Signage and Interpretation**

An overall uniform way-finding plan for vehicles, bicycles, and pedestrians should be developed. As part of this plan, accessible circulation routes should be clearly marked and signed. Orientation and interpretive kiosks should be located at strategic points throughout the campus.

Consistent with the Fort Worden Business and Operations Plan, a park-wide, theme-based interpretive master plan should be developed. This plan should establish a network of interpretive opportunities throughout the park and incorporate major hubs (Coast Artillery Museum, Guard House, Commanding Officer's Residence Museum, Marine Science Center, and Natural History Museum) with kiosks, signs, and other small-scale displays located at natural and cultural points of interest. These facilities should complement robust interpretive programming, literature, and web-based information.

**Buildings**

ADA access should be developed to buildings 200-203 from parking areas along Road #6. While technically the rear entrance, these are the most used by visitors and are closest to accessible parking.

Internet/communication capabilities should be provided throughout the campus for state park staff, partners, and visitors). Wireless systems (Wi-Fi or similar) should be considered to minimize disturbance to historic structures.

New housing should be constructed for full-time staff in the least historically significant areas of the park, if possible. Housing for temporary and seasonal employees should be provided through dormitory housing in existing or in new facilities constructed for this purpose. This would create more privacy while allowing use of historic structures by park visitors.

Changing the use of some existing dormitories to single-room lodging, program, and administrative spaces, as discussed in the Business and Operations Plan would result in a reduction of bunkhouse accommodations. Buildings 277, 275, and 272 should be reviewed towards rehabilitation to provide at least 100 beds in a low-cost bunkhouse configuration.

Consistent with the Guidelines for Rehabilitation, installation of electronic door locks with key cards should be explored to improve security and simplify assignment of keys to park visitors. Installation of electronic locks on interior and secondary doors should also be considered as an alternative where this causes fewer disturbances to the historic fabric.

Utility Infrastructure recommendations for the main campus are included later in this document.

## UPPER CAMPGROUND

The upper campground currently provides thirty hookup sites for recreational vehicle (RV) camping. Expansion of this facility would allow existing park host RV sites to be relocated out of the main campus' historically significant landscape. Aside from improving the aesthetic appearance of the main campus, relocating host sites to the upper campground puts them in closer proximity to restrooms, showers, trash receptacles, and other RV-related support facilities and amenities. A children's playground should be constructed within or immediately adjacent to the upper campground.

The forested and wooded areas surrounding the upper campground and the Peace Mile Trail provide a significant natural experience in an otherwise largely developed campus. Consequently, any expansion in the number of sites in the upper campground should be limited to the existing developed footprint and previously disturbed areas. Expansion should target ten to twelve additional sites to replace removed host sites. Existing restroom facilities should be upgraded and remodeled in a manner consistent with the Guidelines for Rehabilitation.

Addition of host campsites to the upper campground may require significant removal of vegetation. A number of public planning participants have expressed specific concern over this possibility. Consequently, agency staff will work with interested members of the public during the design of campground improvements to minimize removal of trees and vegetation and to limit cut and fill of slopes.

If site constraints preclude adding ten to twelve additional campsites to the upper campground, a small number of additional sites may be constructed in conjunction with the development of staff housing on the south slope of Artillery Hill. This would require retention of some host sites in their present sub-optimal location until the new staff housing that incorporates necessary support facilities (e.g., restrooms and showers) is constructed.

One of the storage structures nearby to the upper campground should be considered for rehabilitation as a camper meeting hall and multi-use classroom. This would provide indoor opportunities and programs available to campground visitors and facilitate extended use into the shoulder and off-season months.

## ARTILLERY HILL

Of primary importance on Artillery Hill is maintaining examples and a sense of the historic viewsheds and continuing care of the batteries. View corridors between selected batteries and the water should be cleared. Clearing has been successfully completed at Battery Tolles and work has begun on clearing at Batteries Ash and Quarles. Additional viewshed clearing should be considered at Battery Randol. SEPA review has been completed for this work and the project has been cleared with the City of Port Townsend and with State Parks Stewardship Program staff.

Work on viewsheds should be done in cooperation with historic preservation and natural resource specialists and should seek to avoid erosion of high-bank shoreline and minimize potential impacts to wildlife habitat and other natural systems. Strategic trimming and limbing of trees as opposed to removing vegetation should be favored with removal of vegetation only where necessary to create a visual connection from batteries to the water and allow for appropriate interpretation of the site. Revegetation of denuded areas should use low-growing plants and shrubs.

The following buildings will require specific improvements: Access to the cistern should be improved for use in acoustics-related arts and educational programming.

Building 409 should either be rehabilitated in place, which will require power and water/sewage, or moved to the main campus and connected to the existing infrastructure. Rehabilitation of the Radio building (413) may include the potential to add a launch area for interpretive programs.

As part of overall wayfinding, trail signing and interpretation should be developed and improved throughout the Artillery Hill area.

Eagle management plans should be prepared for the two existing nesting sites in accordance with Washington State Department of Fish and Wildlife regulations.

## LOWER CAMPUS (MARINE SCIENCE CENTER)

As necessary to accommodate expansion of the marine sciences programs, this area should allow for construction of two new structures near the existing canteen and natural history

structures south of the roadway in a manner that retains the site's historical integrity. Expansion of the existing structure on the pier should also be considered for this purpose.

The bank above the shoreline near the East Gate should be stabilized to stop erosion.

## BOAT LAUNCH/MOORING AREA

The Boat Launch and Mooring area should generally remain in its present configuration. Potential development of an artificial reef and an underwater park with supporting onshore facilities (e.g., outdoor showers, orientation area) should be explored as part of new recreational program development.

## LOWER CAMPGROUND

The lower campground should remain in its present configuration. The existing modern restroom structures should be renovated so that form and materials better harmonize with the character of nearby historic structures and as recommended in the Guidelines for Rehabilitation.

## BEACH DAY-USE AREA

On-going restoration of the beach dune system in cooperation with the Native Plant Society should continue to be supported. The parking lot in Knapp's loop will require eventual removal due to anticipated erosion. Improvements to the lift stations are in progress and other amenities including restroom facilities and showers also need renovation. Design of these structures should also be improved as per the Guidelines for Rehabilitation.

Armoring and gabions associated with the Pt. Wilson shoreline stabilization should be removed. The batteries will continue to need maintenance and may include the possible replacement of the gun at Battery Vicars which is currently located in Chewsville, Maryland. The searchlight tower also needs to be returned to its original location and interpretive signage should be located throughout these areas to provide the passive history element.

## CHINESE GARDENS

This area is to remain as a passive, natural area with a connection to the Quimper Wildlife Corridor. Retain existing parking and restroom amenities and replace vault toilets. Trail access into the park needs better signage which should be coordinated with the overall Wayfinding signage plan. Trails should also be improved with ADA accessibility to the wetland lookout area from parking lot.

## PT WILSON LIGHTHOUSE RESERVATION

This area is not yet in State Parks' ownership and is not covered in this plan. A supplement to this plan should be developed and adopted for the Point Wilson Lighthouse following its acquisition.

## Fort Worden State Park Master Plan Conceptual Layout

The *Master Plan Maps,* Figures 5 & 5a, are based on the park wide and area specific site and facility considerations and recommendations described above. All of the recommended changes and updates suggested above should be consistent with the historical context of Fort Worden and the Guidelines for Rehabilitation.

### BUILDING USE CATEGORIES

The Building Use Categories as identified on the map are as follows:

- **Program – Auditorium**: large spaces to accommodate over 50 people (7 SF/person or by fixed number of seats)
- **Program – Classroom**: spaces to accommodate 20 to 50 people (20 SF/person)
- **Program – Dedicated**: specialized spaces for specific instruction types (20-50 SF/person)
- **Administration – Office**: including offices and reception (100 SF/person); conference rooms (15 SF/person), library (50 SF/person); display and retail (30 SF/person)
- **Administrative – Shop/Storage**: for Park facilities care only (100 SF/person)
- **Accommodations – Family**: for Park staff and over-night guests (200 SF/person)
- **Accommodations – Multifamily**: for Partner staff and over-night guests (200 SF/person)

Fort Worden facilities usage should be divided into distinct areas with over-night accommodations around the perimeter; administrative offices including reception and retail located with prime visibility at the first junction as a visitor enters the park; the "Multi-Purpose Development Zone" dedicated for Multi-purpose auditorium and classroom spaces including the Commons in the center east portion; the "Special Program Development Zone" dedicated for specific programs in the area known historically as the "industrial area" in the center west portion; and the administrative shop/storage area at the northwest perimeter away from the campus.

1. **Accommodations** include **Family-**type single and duplex type residences and **Multi-Family**-type dormitories, hostel style rooms and single guest rooms with bathrooms. These accommodations include both long-term housing for staff and short-term accommodations for guests to the Park.
2. **Administrative Office** functions are consolidated in a common area that includes offices and conference rooms in an area that is visible and accessible to all who enter and use the Park. Hospitality or reception type functions are located in this area to provide check-in, information, and ticket sales for special events, as well as shuttle service to park destinations. A souvenir shop, museum spaces, art galleries and similar shops are also located in this area as well.
3. **Program Areas** for teaching and instruction are divided into two zones as mentioned above. The **Multi-Purpose Development Zone** includes **Program** A**uditoriums** and **Program Classrooms** for lectures, presentations and instructions where no specialized permanent demonstration tables, instruments or props are required other than normal audio-visual equipment, good room acoustics and writing boards. The size of these rooms ranges to accommodate up to two hundred people to smaller venues that accommodate only 20 people and are meant to accommodate a variety of instruction/presentation needs. The **Special Program Development Zone** is an area for activities or uses that have more specialized requirements and equipment that is not easily moved or stored. Some of the classroom spaces in this zone may become dedicated buildings as described below.
4. Several buildings around the campus are designated **Program – Dedicated** because the buildings will be (or are) dedicated to specialized programs such as the kitchen/dining space, marine sciences display, a photography studio, wood shop, pottery studio, art studio or gymnasium.
5. Buildings designated **Administrative Shop/Storage** are intended to support care of other facilities and storage for historical and repair materials, equipment, fixtures and artifacts, and seasonal items.

See Figure 5 – Master Plan

See Figure 5 – Master Plan – Main Campus

## Utility Infrastructure – Existing Conditions and Recommendations

The following summary of existing conditions and recommendations is based on the research performed for the on-site utility assessment that was finalized in May of 2008. This included the review of maps codes and reports, as well as discussions with maintenance staff at the park and staff with the Port Townsend Public Works Department.

### WATER SYSTEM EXISTING CONDITIONS AND RECOMMENDATION

Fort Worden has a large water distribution system of varying materials, size and age, which appears to be in good operating condition. The original water pipe is cast iron and based on a description provided by park maintenance staff, the estimated life expectancy is 120 years. The new 8-inch ductile iron water main installed with the utility upgrades in 2001 provides a large water main loop through the main campus area. It parallels and effectively replaces a large portion of the original cast iron pipe. Existing buildings that connect to the aging cast iron pipe that is parallel to the new ductile iron pipe will need to connect to this ductile iron pipe eventually. Based on the expected lifespan, State Parks should plan on replacing all of the original cast iron water pipe in the next 10 to 15 years.

Adequate fire flow appears to be available to most of the buildings in the main campus area. An additional 8-inch water main loop may be necessary to provide adequate fire flow for the planned hotel off of Road No. 10 and/or redeveloped buildings at the north end of the planned life-long learning campus. The City of Port Townsend has adopted the International Fire Code (IFC) and International Building Code (IBC). During the design process, these codes should be used to determine the fire protection requirements for new and renovated structures within Fort Worden State Park. Specific requirements are based on building square footage, construction type, and use. Most buildings in the Park are balloon-framed, wood structures, which corresponds to Type VB construction. However, the building construction type does vary throughout the Park with some structures that are masonry and steel construction.

The water main that is located north of the boat haven is primarily asbestos concrete (AC) pipe. It is a 6-inch line that supplies the campground and lighthouse area with water. Exposure to asbestos can result in severe health impacts. Therefore any construction that requires disturbing the AC water main here or in other parts of the Park must be done in accordance with the established environmental and health guidelines.

Refer to the *Water System Map – Main Campus*, Figure 6, for existing water main locations, size and materials, and new water main recommendations.

## SANITARY SEWER SYSTEM EXISTING CONDITIONS AND RECOMMENDATIONS

Sanitary sewer from the Park is conveyed by a network of pipes off-site to the City's sanitary sewer system. The majority of the on-site system is 6-inch vitrified clay (VC) pipe that was installed at the turn of the 20th century with the exception of the pipe that was installed to reroute sewage to the City of Port Townsend wastewater treatment plant, relatively minor maintenance driven improvements, and the 8-inch and 6-inch Polyvinyl Chloride (PVC) main lines that were installed in 2001. At that time new 6-inch PVC side sewers were installed to serve buildings 15, 16, 25, 229, 235, 300 and 304 as well as two 6-inch stubs for The Commons. Other existing buildings appear to connect to the on-site sewer mains with 4" VC pipe.

Clay pipe has an estimated lifespan of 75-100 years. The original vitrified clay pipe has exceeded its lifespan and the park should develop a plan to replace this pipe, including main lines and building side sewers, over the next 5 to 15 years. This should be done in sections, with priority given to highest usage and known problems. All new main lines and all new building side sewers should be minimum 8-inch diameter and 6-inch diameter, respectively.

Refer to the *Existing Sanitary Sewer System Map – Main Campus,* Figure 7, for existing sewer location, size and pipe material.

See Figure 6 – Water System Map – Main Campus

See Figure 7 – Existing Sanitary Sewer Map – Main Campus

## STORMWATER SYSTEM EXISTING CONDITIONS AND RECOMMENDATIONS

Stormwater runoff at Fort Worden State Park is handled on-site with separate infiltration systems throughout the park. Stormwater treatment is limited, since the park was developed before the advent of stormwater requirements. Presently, only the recently constructed parking lots serving the Commons and runoff conveyed to the oil water separator south of Eisenhower Street are treated. Treatment should be provided to new pollution generating (and existing pollution generating impervious surfaces where feasible) to protect the underlying soils and to lengthen the lifetime of infiltration systems. Stormwater improvements will be required to handle new and replaced impervious surfaces for the planned parking lot improvements and any new buildings. The park should utilize low impact development practices for all new development and redevelopment. This should continue to include on-site infiltration, since the underlying on-site soils are highly infiltrating. New parking lots should employ the appropriate use of bioswales, rain gardens, or patented products, such as Contech StormFilter™ cartridges to treat stormwater runoff. Overflow parking should be surfaced with permeable pavement, or other alternative surfacing, such as grass-pave or Grasscrete to reduce impact on natural hydrologic processes and help preserve the park's aesthetic appearance.

## POWER DISTRIBUTION SYSTEM EXISTING CONDITIONS AND RECOMMENDATIONS

The Fort Worden power distribution infrastructure appears to be in good condition and most of the installation is between 10 and 20 years old. No recommendations for immediate repairs or upgrades are offered at this time.

Recommended Power Distribution upgrades for the next 5 to 10 years include the following:

Underground primary cable life expectancy is about 25 years. Consideration should be given to program future replacement of medium voltage cable installed in 1989 and for the underground single phase medium voltage cable to the Point Wilson Lighthouse.

It may be desirable to complete the relocation of overhead distribution to underground. This involves about 2500 LF of 3-phase feeder and about 2000 LF of 1-phase feeder, including conduit, vaults, pad mount transformers and secondary service entrances to each building now served overhead.

## TELECOMMUNICATIONS SYSTEM EXISTING CONDITIONS AND RECOMMENDATIONS

The telecommunications infrastructure from Building 200 (Head End) to the Ft Worden campus is less than 8 years old and in good condition. Copper connectivity from Building 200 and between buildings is adequate for any voice needs and no upgrades are recommended except some of the copper to the NE area is still overhead and could be relocated underground. There are multichannel fiber connections to 14 buildings on campus. Adding fiber to the guest cottages, hostel, and dormitories to support available technologies in guest services could be provided as a system infrastructure upgrade. The Fort Worden IT manager has a desire to expand the Fort's technology as it relates to guest services, revenue management, and marketing. These include electronic key card access and charging permissions, radio frequency identification (RFID) for check in/check out, food and beverage purchases, luggage tracking, and housekeeping records, expansion of web based interactive look up and reservation services, point of sale (POS) , and guest room technology.

The undergrounding (Phase 3) of the 2001 IT infrastructure upgrade should be funded and project completed.

Using existing conduit pathways, expand LAN connectivity to the guest cottages, hostel, and dormitories to support available technologies in guest services, management, and marketing.

## SEPA Process

### SUPPLEMENTAL PROGRAMMATIC EIS

Environmental review for the adoption of the proposed Fort Worden Site Use and Development Plan will continue phased SEPA review, building upon previous review for adoption of land classifications, long-term boundary, and site use and development principles during the previous stage of planning. Review for this phase will include preparation of a SEPA checklist and threshold determination for adoption of the proposed *Site and Facilities Use and Development Plan* and *Guidelines for Rehabilitation* as a further non-project action.

Future phases of environmental review will include preparation of a Supplemental Environmental Impact Statement (SEIS). The SEIS will be prepared as a supplement to the 1996 City of Port Townsend EIS completed for the adoption of the City's Comprehensive Land Use Plan. The City of Port Townsend will assume Lead Agency Status and issue an SEIS. The SEIS will be narrowly scoped and focus only on the potential significant adverse impacts to the environment as a result of the adoption of the proposed Fort Worden Site and Facilities Use and Development Plan.

### FUTURE PLANNED ACTION

In 1995, the Washington State Legislature authorized a new category of project action in SEPA called a "planned action." Designating specific types of projects as planned action projects shifts environmental review of a project from the time a permit application is made to an earlier phase in the planning process. The intent is to provide a more streamlined environmental review process at the project stage by conducting more detailed environmental analysis during planning. Early environmental review provides more certainty to permit applicants with respect to what will be required and to the public with respect to how the environmental impacts will be addressed.

Designating planned action projects reduces permit processing time. There are no SEPA public notice requirements or procedural administrative appeals at the project level because a threshold determination or new EIS is not required. The only notice requirements are those required for the underlying permit.

When a future permit application and environmental checklist are submitted for a project located at Fort Worden that is being proposed as a planned action project, the City of Port Townsend will have to verify:

- The project meets the description of any project(s) designated as a planned action by ordinance or resolution;
- The probable significant adverse environmental impacts were adequately addressed in the SEIS; and
- That the project includes any conditions or mitigation measures outlined in the ordinance or resolution.

If the project meets the above requirements, the project qualifies as a planned action project. Neither a threshold determination nor a subsequent EIS will be required. Consequently, there will be no administrative SEPA procedural appeal (an appeal of whether the proper steps in the SEPA process were followed). The planned action project will continue through the permit process pursuant to any notice and other requirements contained in the development regulations. If the project does **not** meet the requirements of the planned action ordinance or resolution, or if the SEIS did not adequately address all probable significant adverse environmental impacts, the project is not a planned action project. In this instance, the City of Port Townsend must then make a threshold determination on the project. The project would go through normal environmental review as part of project review. The City of Port Townsend may still rely on the environmental information contained in the SEIS and supporting documents in analyzing the project's environmental impacts and making the threshold determination. If an EIS or SEIS is found to be necessary for the project, it would only need to address those environmental impacts not adequately addressed in the previous EIS.