



Fort Nisqually Living History Museum

2036 Capital Development and Program Plan

FORT NISQUALLY
LIVING HISTORY MUSEUM
METRO PARKS TACOMA


WEATHERHEAD EXPERIENCE DESIGN

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Executive Summary

Looking forward to 2036

In 2036, Fort Nisqually will have recently celebrated its bicentennial, marking 200 years after the Hudson Bay Company arrived at the mouth of Sequatchew Creek and construction began on what was to be the first European settlement on Puget Sound. Though it ceased operation in 1869, the rich legacy of the people who worked and lived at and near Fort Nisqually, as well as in the sprawling Fort hinterland, lives on as the Fort Nisqually Living History Museum (FNLHM).

Guiding Content Messages

The capital development and program planning process led by WEATHERHEAD Experience Design was steeped in the history and culture of Fort Nisqually. Three content messages guided this process. These messages can and should be at the foundation of the interpretation and work that will take place during the next 20 years.

- Fort Nisqually was a workplace.**
- Fort Nisqually was a node on a network.**
- Fort Nisqually was a mixed world.**

These messages should also be used to evaluate and refine current programming and exhibits at the Fort. They succinctly capture the essence of Fort Nisqually and provide a way to share that essence with the public.

The next 20 years, present the opportunity to rejuvenate this legacy through a series of enhancements and improvements throughout FNLHM, inside and outside the Fort walls. It is an ideal time to celebrate the work the museum has been doing and set a new vision in time for the Bicentennial. This Capital Development and Program Plan provides recommendations that move Fort Nisqually Living History Museum toward providing a rich educational and history-based experience.

New Audiences

When planning for the next 20 years at Fort Nisqually Living History Museum, one of the most important things to consider is the need to diversify and expand the audience of the museum. The Fort staff determined to target audiences they would like to see more involved at the Fort, as visitors, program participants, docents, and potentially donors. At the core are a more racially diverse and inclusive audience, particularly those with families with young children and people who have ties to the Fort’s history. The enhancements planned over the next 20 years will also enable the Fort the attract general park visitors and bus tour groups. In addition to attracting these three key new audiences, it is important to continue to serve the current audience.

- Core:** More diverse audiences; families with young children and/or ties to the Fort’s history
- Secondary:** General park visitors – the “drive-bys”
- Tertiary:** Bus tour groups



Recommendations

The enhancements to the Fort over the next 20 years are planned for both the Fort site and the Fort interior.

The most significant changes to the site are the development of a new entrance experience that includes a brand-new Visitor Center, with a Café, Retail Store, new exhibits, and a new Volunteer Space; a building dedicated to Native American interpretation; an enlarged Agricultural and Prairie area; and a new Barn and Laborers’ Dwellings in the meadow.

Significant changes to the interior of the Fort including renovations of the Kitchen, Wash House, and Sale Shop; rebuilding of the Clerk’s House 1 and the Tyee House; and the addition of alternative interpretive techniques to supplement the living history experience.

Process

The WEATHERHEAD team and The Metropolitan Park District of Tacoma (Metro Parks Tacoma or MPT) undertook a process to develop a Capital Improvement and Program Plan to guide the future of Fort Nisqually Living History Museum. This process involved MPT staff, Fort Nisqually staff, the FNLHM Steering Committee, and members of the general public to understand the operations of FNLHM, explore the potential for improvements, and prioritize and recommend enhancements to undertake over the next 20 years.

The process involved four phases: Discovery; Program and Design Development; Program and Design Proposal; and Program and Design Refinement. During these phases, the WEATHERHEAD team made group and individual visits to FNLHM, attended events, programs, and exhibits; performed research online, at libraries, and at the FNLHM library, archive, and collections; met with various stakeholders, including staff, committee members, Fort volunteers, professional colleagues, and members of the general public; and held intensive brainstorming and work sessions, separately and jointly with FNLHM and MPT staff.

Within these phases, the process included a series of well-attended public meetings. At each meeting, the public was invited to provide their thoughts, priorities, perspectives, and feedback about work presented to them from each phase (see initial options and public commentary in Appendices of full text document.) WEATHERHEAD compiled and analyzed the data from the meetings with the staff, the Steering Committee, and the public then presented in written documentation and in visual presentations analysis from these meetings to FNLHM. A high level overview of the process phases and the key milestones and deliverables for each is provided at the right.

The Discovery Phase

Work in the Discovery Phase provided the WEATHERHEAD, MPT, an FNLHM staff holistic context and background information about the state of the Fort’s operational areas.

Key Milestones and Deliverables:

- Research and visits to Fort programs
- Two half day Discovery Sessions
- Discovery Summary Brief

Phase One: Program and Design Development

Based upon analysis of the findings from the Discovery Phase and associated research, WEATHERHEAD developed a preliminary site plan, conceptual sketches, and narrative ideas.

Key Milestones and Deliverables:

- Steering Committee Meeting
- Public Meeting One
- Public Meeting One Process Plan and Package
- Public Meeting One Data Analysis
- High-Level Fort and Site Plans, Sketches, and Narratives



Phase Two: Program and Design Proposal

Based upon feedback from Phase One, we distilled the preliminary site plans, concept sketches, and narratives into three options for the site and two options for the inside of the Fort (see Appendices.) These options were accompanied by a list of program and design recommendations in capital and operational areas.

Key Milestones and Deliverables:

- Steering Committee Meeting
- Public Meeting Two
- Revised Site Plans
 - Three Site Plan Options
 - Two Fort Plan Options
- Public Meeting Two Data Analysis
- Program and Design Recommendations

Phase Three: Program and Design Refinement

In Phase Three, we finalized the preliminary site plans, concept sketches, and narratives into the complete Capital Development and Program Plan.

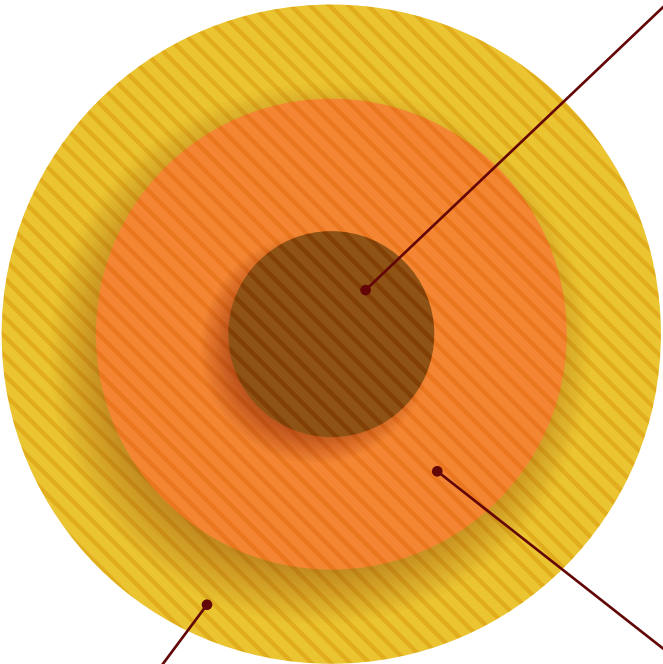
Key Milestones and Deliverables:

- Preliminary Budget and Phasing Estimates
- Final Site and Fort Plans
- Final Concept Sketches
- Final Capital Development/Program Plan

New Audiences

Fort Nisqually has defined a list of new audiences they wish to attract in the next 20 years. Each of these groups have distinctive expectations of Fort Nisqually Living History Museum. In order to attract and retain these audiences it is important to identify and explore the needs and desires of these groups and to look for places where the various groups’ expectations overlap.

This diagram illustrates the core, secondary, and tertiary new audience groups Fort Nisqually Living History Museum would like to attract.



Diverse audiences: families with young children and people with ties to the Fort’s history

To attract a more diverse audience, this plan recommends increasing the diversity of staff and docents. By authentically representing the diversity of the people who lived, worked, and visited the Fort, audiences can see themselves as part of the Fort’s history in a meaningful way. Fort staff can create targeted educational programs to attract diverse audiences who have young children. The Native American Interpretive Space offers a great opportunity to make connections with local tribes and build the strong relationships that will allow FNLHM to be a national leader in multicultural interpretation.

Bus tour groups

Bus tour groups will now be able to visit more easily since the new parking scheme includes an area for buses to turn around, a safe area to drop passengers off, and parking spaces large enough to accommodate school buses and tour bus coaches. These tourists will also benefit from the new café and restrooms. The addition of the Visitor Center vastly increases the amount of interpretation and programming experiences, allowing more than one large group to visit the Fort at the same time.

Park visitors: the “drive-bys”

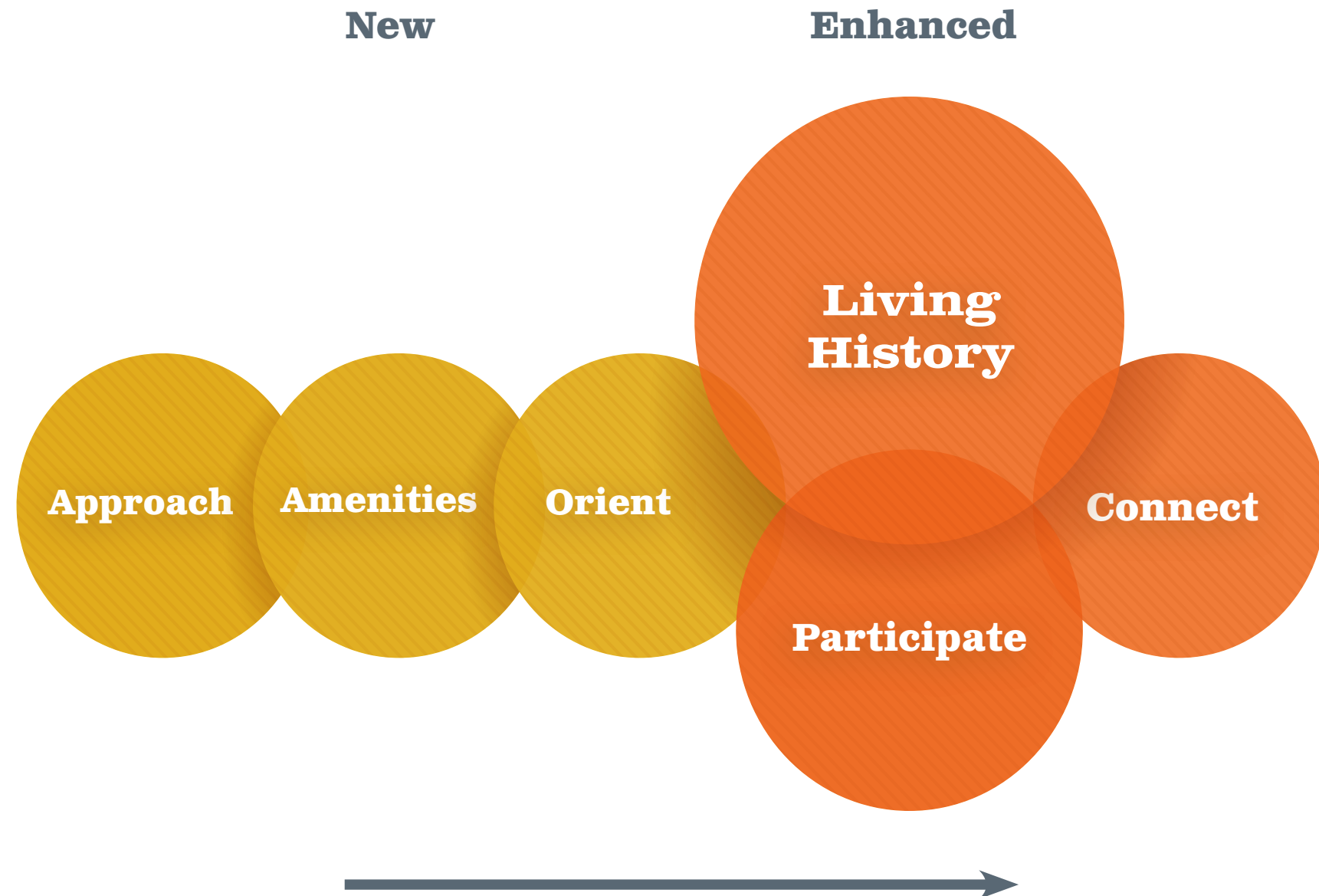
New amenities planned for the next 20 years will go a long way in attracting and encouraging park visitors to visit FNLHM. The new and welcoming entrance experience encourages motorists to slow down, park, and take a look around. New restrooms and a brand-new café with refreshments and a place to sit down provide park visitors with clean, comfortable places to relax and recharge. Any visitor to the park can enjoy the ethnobotanical trail which will likely entice visitors to continue their visit inside the ticketed area of FNLHM.

Conceptual Diagram

The conceptual diagram illustrates the visitor experience progression through the updated FNLHM site and Fort interior. It shows how all the pieces of the site visit fit together to create a cohesive and comprehensive experience for the visitor. It also shows which parts of the updated FNLHM are new and which parts are enhanced by the 20-year Capital Development and Program Plan.

New additions to the Fort visitor experience are: a more enticing entrance approach; new amenities for Fort and Park visitors; and the addition of an orientation experience in the Visitor Center which will provide visitors with the context and content necessary to understand and enjoy the living history experience.

Elements of FNLHM that will be enhanced by the recommendations in the Capital Development/Program Plan are the living history experience, participatory opportunities, and the connection visitors make with Fort Nisqually's history and experience, as well as connecting with FNLHM as an organization.



Capital Improvement Recommendations

Entrance Experience – Provide an entirely new entrance experience from the roadway to the fort.

New Parking Scheme – Redesign existing parking lots to accommodate possible changes to the roadway, address erosion and other safety concerns, and enhance parking lot functionality. Include main parking with bus drop-off and parking, staff parking, service delivery, and overflow parking at Camp 6 site. There are many parking considerations, so parking planning should continue to evolve over the next 20 years.

Bike and Pedestrian Trails – Develop a new bike and pedestrian trail to provide riders and walkers access to the Fort (including the Café and Picnic Shelter) and create a connection between FNLHM and the new larger Point Defiance trail system.

Security Fence – Build a security fence to act as a barrier between paid and free zones, and to help protect FNLHM assets and livestock. Also build a historically appropriate fence in the meadow.

Visitor Center – Build an expanded Visitor Center outside the palisade containing ticketing, traditional exhibits, multimedia interactives, an orientation space, a Retail Store, Café, Restrooms, the Volunteer Space, and Storage areas.

Retail Store - Increase the store square footage to twice its current size to expand ability to display and sell merchandise. Install exterior signage to encourage store visitation by Fort and Park visitors and develop interior signage to inform visitors about unique items and their historic uses. Develop in-store programming and an online presence.

Café – Build a Café to house professional food service to accommodate visitors, park-goers, staff, and event catering for up to 60 people. Design the menu to include Native and period appropriate offerings.

Volunteer Space – Build an accessible Volunteer Space on the second floor of the new Visitor Center to support volunteer operations and programming. (An interim volunteer space will be built in advance of the completion of the Visitor Center.)

Native American Interpretive Space – Develop a Native American interpretive space that is integrated into the FNLHM visitor experience in partnership with Native consultants. Create an ethnobotanical walk adjacent to the Native American interpretive space.



WPA Picnic Shelter – Keep WPA Picnic Shelter in its current location and add interpretation.

Alternative Interpretation Techniques – Integrate alternative interpretation techniques in appropriate locations throughout FNLHM to support first and third person interpretation and provide additional sensory experiences.

Agricultural and Botanical Interpretation – Increase agricultural interpretive space outside the palisade in the meadow and the prairie.

Livestock – Build a Barn and Paddock to securely house some combination of heritage breed livestock. Provide necessary staffing and operational support. Chicken coop remains inside fort.

Interpretive Elements – Create interpretive opportunities along the path from the visitor center to the Fort. Use these and all of FNLHM as a stage to present semi-scripted first and third person theatrical experiences in history.

Laborers' Dwellings – Build three Laborers' Dwellings in the meadow; at least one is fully interpreted with living history props inside. The others will have an authentic façade, but may not be accessible to the public. The interior is appropriate for storage or other uses to be determined.

ADA Path – Install ADA accessible pathways leading to all FNLHM program areas.

Capital Improvement Recommendations

Exhibit Space – Renovate the existing Visitor Center into a dedicated changing exhibit space and hands-on activity area.

Public Restrooms – Add ADA compliant restrooms that are accessible without having to walk through the multi-purpose room in Storehouse 1.

Kitchen, Washhouse, Blacksmith Lean-to – Reconstruct a more authentic and accessible Kitchen and Washhouse, and add a working Blacksmith Lean-to.

Sale Shop Reconstruction – Pending engineering studies as to its stability, potentially rebuild the Sale Shop using historically accurate building methods, preserving as much of the original as possible, and make it ADA accessible.

Tyee House – Build and fully interpret the Tyee House in the Fort yard after the completion of all new structures in the meadow. The Tyee House will function as an additional space for living history interpretation and programming

Clerk's House 1 – Demolish the existing Clerk's House and build an historically accurate, interpreted Clerk's House.

Clerk's House 2 – Build an historically accurate, interpreted structure in the current woodworking demonstration area.

Garden – Maintain a kitchen garden inside the palisade.

Smokehouse – Build a functional Smokehouse inside the palisade.

Cart Shed – Build a new Cart Shed and use it as an anchor to tell more FNLHM transportation stories, using large transportation artifacts and replicas.

Storage Buildings – Construct small storage buildings on the south side of the Fort.



Operational Improvement Recommendations



Communication within Metro Parks Tacoma – Develop a plan for communicating FNLHM merits, needs, and vision as a museum to Metro Parks Tacoma leadership.

Increase Staffing – Increase the number of full-time and part-time staff positions to accommodate the enlarged site footprint and expanded programmatic offerings.

Expand Volunteer Recruitment and Training – Increase training offerings. Expose volunteers to appropriate professional organizations. Focus on the three guiding content messages. Actively recruit diverse staff and volunteers to mirror the historic population of Fort Nisqually and its visitors in 1855. Develop more internship programs.

Living History Experience – Provide greater consistency in the visitor experience. Focus on the three guiding content messages through first- and third-person historical interpretation. Improve the training of reenactors, grow the interpretive staff, and enliven more of the FNLHM living history collection as outdoor experiences and indoor exhibits. Use alternative interpretation techniques appropriately to enhance and expand the living history experience at FNLHM. Implement a formal evaluation system for the visitor experience.

Education Programs – Provide a school tour visit to every Tacoma School District 4th grader each year. Use the school tour program as a means of attracting a more diverse audience. Provide appropriate amenities, more hands-on opportunities during school tours, and consider new program models. Align program curriculum to current Washington state standards. Implement a formal evaluation system for school tours.

Programming Additions – Develop Programming Policy that outlines FNLHM approach to program development and presentation. Use the three guiding content messages and the new and renovated capital improvement elements as a structure for developing program opportunities. Outline program-specific goals and objectives and evaluate programs to test their success. Develop partnerships to share programming opportunities.

Collections – Complete the current revision of the Collections Plan and Collections Security Procedures, conforming to American Alliance of Museums (AAM) and Society of American Archivists (SAA) standards, with an eye to future AAM accreditation, and apply those protocols to the existing collections. Focus collecting goals, emphasizing acquisition of artifacts related to program needs. Invite visitors to make appointments to use the research library. Encourage staff and volunteers to participate in Pacific Northwest Public History. Create programs that promote use of the library. Develop historical exhibits that feature the collection.

Conference – Participate in and look for opportunities to host conferences related to FNLHM. Consider hosting a conference with the working title “New Views of Old Fort Nisqually.” This conference would emphasize working sessions, with expected deliverables to inform enhancing and development of living history at FNLHM.

Collaborations and New Relationships – Explore the possibilities for FNLHM to gain status within the National Park Service agency of which there are many levels for consideration. Explore the possibilities for FNLHM to collaborate locally and regionally to develop an HBC Heritage Trail, including Fort Vancouver, Fort Nisqually, Fort Langley, English Camp on San Juan Island, and beyond. Explore the possibilities of developing consortia of regional historical organizations that can cross-market programs, share staff, share contractors, jointly develop traveling exhibits and programs, and share access to and loan of collections.

Capital Development Site Plan



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Fort Nisqually Living History Museum | Capital Development Final Plan | 28 March 2016



Capital Development Fort Plan



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LEGEND

	New
	Relocated
	As-Is or Re-purposed
	Renovated or Reconstructed
	Path

Concept Sketch - Visitor Center



Concept Sketch - Meadow View



Budget Estimate - Phase One

PHASE ONE

	Item	Hard Cost	Hard and Soft Cost	Size Sq Ft	Notes
Outside Palisades					
	Public Restrooms (NIC)	\$ -			NIC
	Barn and Paddock	\$ 262,151.00		1865 + historic fence paddock	Historic barn building for livestock and storage of animal care items with power and running
	Security Fence	\$ 41,318.00		703 LF	Around paid area
	Meadow Fence	\$ 66,112.00		420 LF	In style of existing fence
	Meadow Site Work	\$ 162,407.00			Includes grading and mech. and elect work for lighting
	Path from Fort north gate to Barn	\$ 13,678.00		1,383	ADA-accessible path
	Agricultural and Prairie Site Work - Phase One	\$ 196,984.48		20,867	Includes grading, utilities, lighting, and irrigation
Inside Palisades					
	Clerk's House 1	\$ 200,960.00		640	Historic structure for document interpretation
	Admin or Break Room (Temporary Volunteer Space)	\$ 356,226.00		1,150	Behind Clerk's House 1 - temp set up for volunteer space with RR, small kitchen, ice machine, storage, lockers, and work space. To be converted to admin and break room when new Visitor Center is completed
	Sale Shop	\$ 301,419.00		1,070	Historic structure; cost for reconstruction
	Kitchen	\$ 91,214.00		305	Historic structure, ADA accessible w/ hot water
	Wash House	\$ 67,938.00		283	Historic structure ADA accessible w/ hot water
	Blacksmith Lean-to	\$ 60,814.00		326	Historic structure, ADA accessible w/ forge (forge not estimated)
	Smoke House	\$ 36,981.00		211	Historic structure for smoking meat
	Chicken Coop				Cost TBD; Moving so no longer abutting palisade wall
	Internal Palisades Site Work (excluding paths)	\$ 441,913.00			Includes: building demo, utilities to buildings and site, irrigation at kitchen garden, site work, and minimal planting
	Paths	\$ 56,592.00		7,871	ADA-accessible path
	Subtotal	\$ 2,356,707.48	\$ 3,440,792.92		
FF&E					
	Picnic Shelter Interpretation		\$ 159,600.00		Includes durable interpretive signage and displays and minimal site work
	AIT: Hidden Interpretation in Clerk's House 1		\$ 160,000.00		Includes interpretive panels, interactive components
	AIT: Outdoor Soundscape (two 4-channel Zones)		\$ 49,620.00		Includes required trenching; WEATHERHEAD team recommends this stays in Phase One
	AIT: Clerk's House 1 internal Soundscapes		\$ 20,000.00		Includes required trenching
	AIT: Factor's House Soundscape		\$ 20,000.00		Includes required trenching
PHASE ONE TOTAL			\$ 3,850,012.92		

NOTE: All estimates for historic structures include heated floors and basic electricity
NOTE: AIT stands for Alternative Interpretation Technique

Budget Estimate - Phase Two

PHASE TWO

	Item	Hard Cost	Hard and Soft Cost	Size Sq Ft	Notes
Outside Palisades					
	Parking Lot 1 (north)	\$ 652,107.00		31,970	Bus turn-around, passenger drop off, handicapped and bus parking; incl. site lighting
	Parking Lot 2 (south)	\$ 213,330.00		9,575	Staff, overflow, and service parking; site lighting
	Visitor Center	\$ 6,153,857.00		13,853	Includes: <u>First Floor</u> : welcome area, café, gift shop, two offices, storage, gallery, and orientation theater; <u>Second Floor</u> : 1. Volunteer space with M & W restrooms with showers, lockers, changing and clothing storage, kitchen, breakroom and workroom; 2. admin offices; 3. mezzanine area on second floor, sewing room, and multipurpose area
	Fire Lane	\$ 125,341.00		3,940	Fire truck access into main Fort entry
	Visitor Center Site Work	\$ 133,760.00		6,400	Includes: grading, planting, utilities, and path between parking lots
	Paths from Visitor Center to Fort and Barn	\$ 42,853.37		3,660 VC + 673 Barn Connection	ADA-accessible path
	Agricultural and Prairie Site Work - Phase Two	\$ 146,187.84		15,486	Includes: grading, utilities, lighting, and irrigation
Inside Palisades					
	Additional Public Restroom within Fort	\$ 92,078.00		208	For public access at all times
	Paths (at Service Entry and to Public Restroom)	\$ 8,664.00		1,205	ADA-accessible path
	Subtotal	\$ 7,568,178.21	\$ 11,049,540.19		
FF&E					
	Visitor Center Exhibits and Media		\$ 1,975,000.00		
	AIT: Interpretive Elements (along path to meadow)		\$ 161,879.00		
	AIT: Augmented Reality in Bastion		\$ 73,788.00		
	AIT: Sale Shop internal Soundscape		\$ 20,000.00		
	Upgrade for Changing Exhibit Space		\$ 20,000.00		Includes upgrades such as AV hardware and/or exhibit casework
PHASE TWO TOTAL			\$ 13,300,207.19		

NOTE: AIT stands for Alternative Interpretation Technique

Budget Estimate - Phase Three, Soft Costs, and Summary

PHASE THREE

	Item	Hard Cost	Hard and Soft Cost	Size Sq Ft	Notes
Outside Palisades					
	Native American Interpretive Space	\$ 780,888.00		1,780	Building style TBD
	Ethnobotany Path and Interpretation	\$ 219,827.00		17,500	path through the forest with signage and simple displays
	3 Laborer's Dwellings	\$ 157,323.00		690	2 have internal build out and 1 is unfinished for storage or other uses
	Agricultural and Prairie Site Work - Phase Three	\$ 219,319.52		23,233	Includes grading, utilities, lighting, and irrigation
Inside Palisades					
	Tyee House	\$ 167,794.00			Historic structure build on existing footprint in yard area
	Clerk's House 2	\$ 64,056.00		204	Historic structure
	Storage Buildings	\$ 112,365.00		1067 sq ft	Simple buildings in historic style for additonal storage for tools and supplies
	Cart Shed	\$ 33,441.00		408 sq feet	Historic structure Shelter open on one side
	Replace Palisade				Cost TBD
	Paths (around Tyee House)	\$ 8,082.00		1,124	ADA-accessible path
	Subtotal	\$ 1,763,095.52	\$ 2,574,119.46		
FF&E					
	AIT: Clerk's House 2		\$ 64,037.64		
	AIT: Outdoor Soundscape (four 4-channel Zones)		\$ 83,096.00		
	Native American Interpretive Space Exhibits and Media		\$ 825,000.00		
	AIT: "Shadow People"		\$ 70,000.00		
	AIT: 3 Laborer's Dwelling Interpretation including 1 soundscape		\$ 20,000.00		
PHASE THREE TOTAL			\$ 3,636,253.10		

NOTE: AIT stands for Alternative Interpretation Technique

SUMMARY OF ALL PHASES

	Phase One Total	\$ 3,850,012.92
	Phase Two Total	\$ 13,300,207.19
	Phase Three Total	\$ 3,636,253.10
	TOTAL PROJECT COSTS	\$ 20,786,473.21

SOFT COST BREAKDOWN

Projected Soft Costs		
	Washington State Sales Tax	9.60%
	Design Fees	11.50%
	Geotechnical Surveys	0.40%
	Testing & Inspection	1.20%
	Permits	2.70%
	Construction Management / City Administration	4.00%
	Builders Risk Insurance	0.75%
	Commissioning	0.42%
	Construction / Owners Contingency	10.00%
	Artwork (based on 1% of construction cost w/o tax)	N/A
	FF&E Allowance	5.00%
	TOTAL SOFT COSTS %	45.57%

Assumption used in establishing the estimate:
Open and competitive bidding among all proportions of the work.

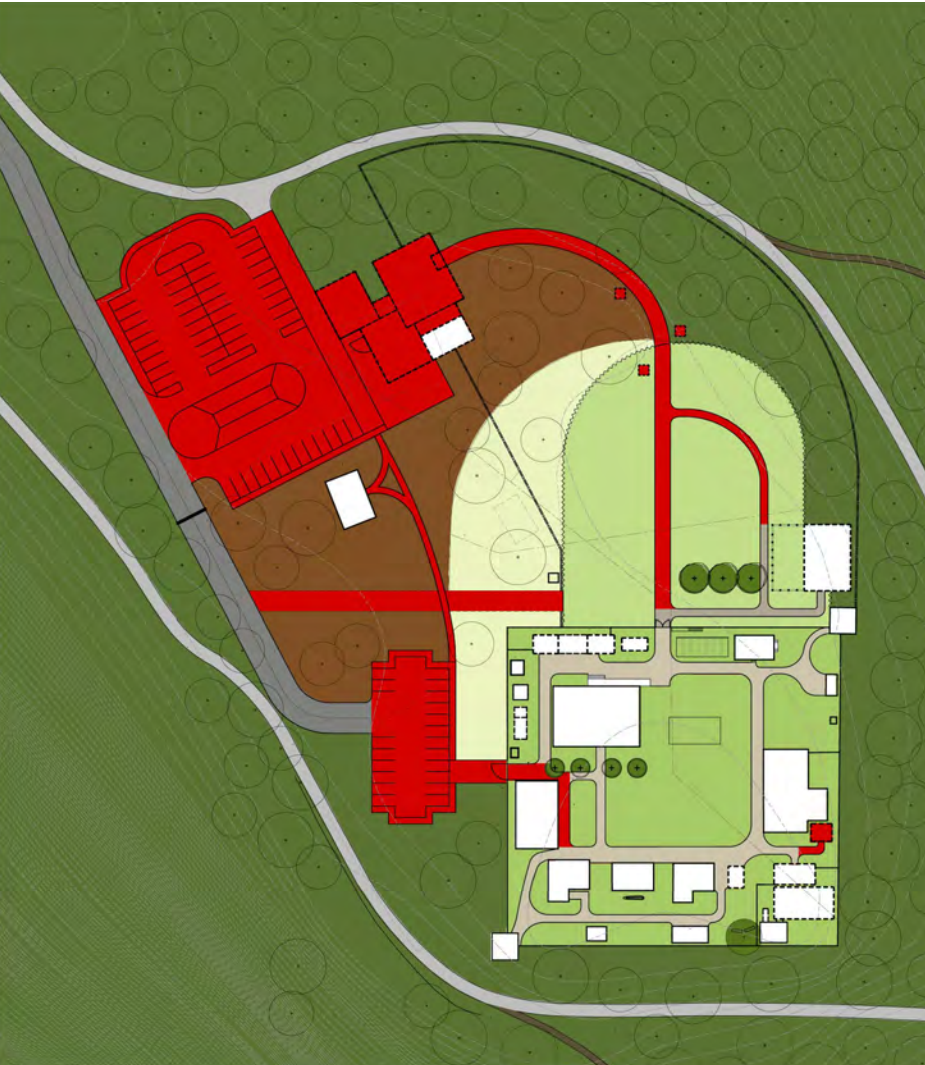
Items that may affect the cost estimate:
Modifications to the scope of work included in this estimate.
Special phasing requirements other than mentioned above.
Restrictive technical specifications or excessive contract conditions.
Any non-competitive bid situations.
Bids delayed beyond the projected schedule.

Recommended Phasing Plan

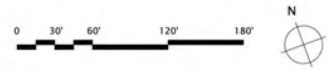
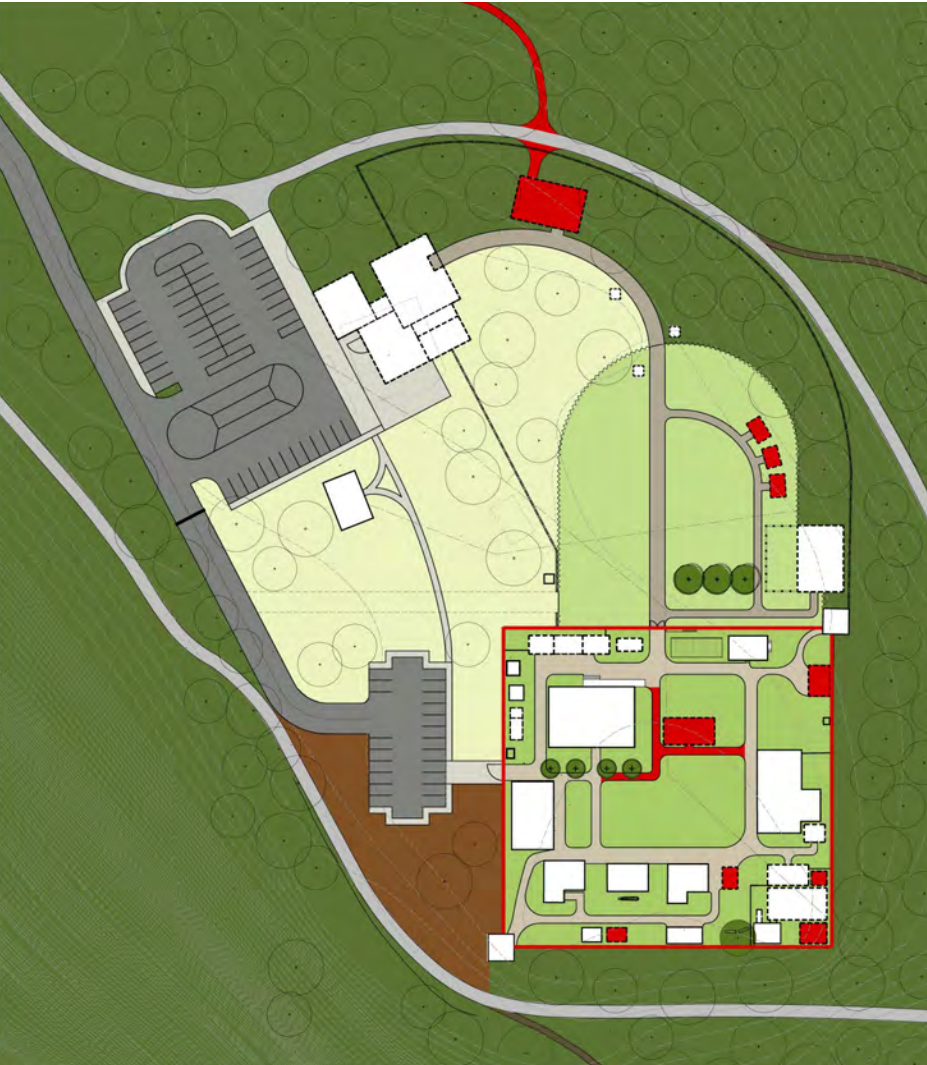
Phase 1 Site Plan



Phase 2 Site Plan



Phase 3 Site Plan



Staffing Recommendations

The Capital Development and Program Plan’s recommendations expand the site footprint, add new or enhance existing buildings, and increase programming spaces and opportunities. To support these improvements, the following baseline staffing structure is recommended to be in place by the completion of the recommendations in the Capital Development and Program Plan.

Staff, Full-Time

Fort Nisqually Living History Museum Manager
Site Supervisor
Curator of Education and Interpretation
Curator of History and Collections
Exhibit Curator
Visitor Center Supervisor
Volunteer Coordinator
Gift Shop Coordinator
Historic Farming Supervisor

Staff, Part-Time

Development Coordinator
Interpretive Programs Coordinator
Education Associate
Archivist/Research Librarian
Clothing Coordinator
Visitor Center Associate
Group Reservations/Facility Rentals Coordinator
Native American Program Coordinator
Agricultural Interpreter
Gift Shop Associates
Café Associates

Docent Staffing

Increase number and diversity of paid and volunteer interpretive staff to accommodate increase in programmatic opportunities and interpretive areas. Continue to value docents by providing appropriate amenities for their support, as well as feedback, professional development training, and evaluation for their continued improvement.

Internships

An additional recommendation is to provide internship positions for college and university students. See the detailed Volunteer Recruitment and Training Recommendations for more information on these positions.



Staffing Recommendations

Many of these positions already exist and additional staffing recommendations were created by allocating existing staff duties to new, part-time staff. Several positions, however, are new or modified and a brief description of those positions follows.

Interpretive Programs Coordinator – This position is responsible for the planning, coordination, execution, and evaluation of all public programs hosted by the Fort. An Interpretive Programs Coordinator could manage public events such lectures and workshops, allowing the Curator of Education and Interpretation to focus solely on tours and school group education programs and evaluation and the Exhibit Curator to focus solely on exhibit development, design, and evaluation.

Education Associate – This position is intended to serve as support staff for the Curator of Education and Interpretation. This position could be responsible for checking school groups in, monitoring educational activities, assisting with tours, and/or working with the Volunteer Coordinator to ensure appropriate docent training and staffing for educational programs.

Curator of History and Collections - This position is a modification of the current curator position. The purpose of this position is to focus on curating the history and collections of Fort Nisqually. The archival and research librarian functions of the current position are moved to a separate, part-time position.

Clothing Coordinator – This position fulfills a current need for the management of period costumes and accessories used by living history interpreters. They could be responsible for the care and cleaning of the clothing and the coordination of any repairs of current clothing or requests for new clothing.

Native American Program Coordinator – This position should be created to establish the Native American Interpretive Space; cultivate and sustain relationships with local tribes; develop programming and events; manage and coordinate docent training and staffing for the Space; and evaluate the programs and exhibits that take place within the Space. This position could start off part-time and, as responsibilities grow, transition to a full-time position.

Visitor Center Supervisor – This position is full-time to manage the Visitor Center’s operations, including the Retail Store and Café. The Supervisor is responsible for overseeing the day-to-day operations of the visitor amenities.

Visitor Center Associate – This part-time position is responsible for FNLHM ticketing, membership sales and relationships, and can provide support for evening events and special programs.

Group Reservations and Facility Rentals Coordinator – Another part-time position to book and confirm school groups and large groups, and to coordinate the rentals of FNLHM amenities and buildings.

Historic Farming Supervisor – This position should be created to manage the new agricultural and prairie areas and the animal program. Ideally, this person would have expertise in historical farming practices and the care of farm animals. It is also recommended to investigate the potential for partnering with the zoo to provide veterinary care.

Agricultural Interpreter – This position is an expansion of the current gardener position. With the increase in agricultural and prairie space, additional support will be needed to care for those areas. Having a gardener with agricultural experience is recommended.

There are also positions and functions which should be fulfilled through Metro Parks Tacoma, rather than having an internal Fort Nisqually staff person. Staffing needs from the IT, Security, and Maintenance departments could be provided by MPT and shared park-wide.

Additionally, the recommended consortia (detailed in the full text version of this document) could provide shared staff and services among the members of the consortium.

Other potential staffing solutions are to utilize temporary staff for one-off events, such as conferences, and for large-scale events like Fridays at the Fort.



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