

**Strategic Plan for the Noyo Center
City of Fort Bragg
February 2006**

(compiled by Susan Allen Lohr, Lohr Associates, Inc.)

Noyo Center Name:

The name of the organization should be broad enough to include all possible programs, and it should uniquely identify the organization, either by place or purpose. "Noyo Center" is inclusive of a variety of specific programs, and the word "Noyo" is unique to this location near Fort Bragg, California. It is a traditional Pomo Indian word used for the Noyo River and the Noyo Headlands. "Noyo" honors both the local native heritage and the historic shipping and fishing industries at the Noyo Harbor, and brings those cultural and economic heritages into a future relationship with the pursuit of scientific understanding about the local and regional environment. Other reasonable names might be "Noyo Science Center" or "Noyo Center for Coastal Studies", but those will inevitably be shortened to "Noyo Center" in the vernacular. The domain www.noyocenter.org has been reserved for this organization.

Noyo Center Mission:

A formal Mission Statement for the Noyo Center is needed to identify the theme and values embodied by the facility. A Mission Statement that will serve the Noyo Center during the early stages of its successful establishment is:

"The mission of the Noyo Center is to promote understanding of marine and terrestrial environments in the Mendocino Coast Region by providing a natural laboratory and appropriate infrastructure for scientific research, for innovative education and for natural resource stewardship."

Noyo Center Vision:

[Note: The following vision of the Noyo Center will serve to guide decisions about appropriate programs, facilities and administrative structure for the first decade of its successful establishment.]

The Noyo Center is located in a relatively remote part of the North Coast of California where sea and land meet, providing proximity to shoreline, harbor and riverine environments. There are several nearby watersheds and river systems that provide research resources for the study of terrestrial and marine ecology. Noyo Center research programs will assist natural resource-based industries within the region to move to a sustainable future. The site is ideally suited to study the recovery of marine and terrestrial resources, such as salmon fisheries and coastal forest products. Specific and general aspects of integrated ecosystem management are appropriate research programs for the Noyo Center.

As part of a national network of biological field stations and marine laboratories, the Noyo Center supports the six research priorities identified by the National Science Foundation for field stations and marine laboratories nationwide. These are (1) studying the fundamentals of basic biology and ecology, (2) assessing environmental change, (3) maintaining biodiversity, (4) sustaining ecological systems, (5) developing principles for predictive environmental management, and (6) studying environmental restoration

and rehabilitation. The Mill Site, upon which the Noyo Center is located, provides an excellent natural laboratory for studying the restoration to relatively natural coastal grassland habitats of abandoned industrial sites.

The Noyo Center provides a nexus for collaboration among community groups with compatible missions related to interacting with the environment in scientific, artistic, economic or managerial ways. The Center serves as an “umbrella” organization that offers access to fundraising information and other professional nonprofit expertise, provides office and program facilities, and generates the intellectual synergy that comes from sharing resources. The Noyo Center will sponsor a number of relatively independent programs over time, including such possibilities as an Ocean Monitoring Program, Marine Technology Studies Center, Coastal Forestry Stewardship Studies, Coastal Cultural Heritage Center, or Scientific Illustration Program.

The Noyo Center will develop a flexible and versatile administrative structure and physical facility in order to accommodate a variety of uses, and to enable change over time. Financial sustainability shall be achieved within the first decade, exclusive of capital investments in the physical facility. The Noyo Center will be operated responsibly and according to the legal and fiscal standards of nonprofit management.

The Noyo Center emphasizes collaboration and partnerships. Such relationships benefit the specific program goals of the Noyo Center and ultimately the development of good science and public policy. The Noyo Center places great value on sharing information, and will seek collaborations with other researchers and organizations in the investigation, collection, analysis and distribution of ecological data in numerous appropriate and accessible formats. Potential collaborators include the College of the Redwoods, local school districts, the Pacific Environmental Education Center, California State Parks, Point Reyes Bird Observatory, the U.S. Bureau of Land Management’s California Coastal National Monument Gateway Program, and new nationally funded ocean observing and instrumentation efforts.

The Noyo Center will honor the rich local and regional Native American cultural heritage and knowledge whenever feasible and appropriate. Native American knowledge of local natural resources systems will be integrated into research and educational programs to provide a wealth of information and a different perspective for students and scientists. Additionally, Noyo Center activities will be inclusive of the full diversity of the human population. Programs will strive to expose persons of color and from backgrounds underrepresented in the sciences to scientific training and employment opportunities.

The Noyo Center encourages visiting scientists, graduate students and undergraduates to use its facilities as collaborators and as independent investigators. The diverse intellectual community that will result from welcoming scientists and other professionals to the Noyo Center will benefit the Fort Bragg community in a number of ways. These include engaging citizens in intellectual stimulation, exposing residents to a broad spectrum of scientific ideas, providing opportunities to collaborate regionally and nationally, integrating science with economic activities in the area, and achieving a better understanding of the Mill Site land base and regional environment. Also, seeing professional scientists conduct publishable research will be important for students and other citizens who may be interested in pursuing science as a profession.

The goal of educational activities at the Noyo Center is to encourage a natural resources stewardship philosophy for residents and visitors, and to increase ecological literacy. Learning activities at the Noyo Center may take the form of traditional secondary or college courses, summer classes, seminars or short courses, and research training as assistants in research projects, experimental manipulations, environmental monitoring efforts or other scientific investigations. There will be a small public aquarium that incorporates the most up-to-date methods for interpretation of marine ecology. The Noyo Center provides a venue for K-12 educational activities and for teacher training opportunities that are developed by other entities such as the Fort Bragg or Mendocino school districts, the College of the Redwoods, and any number of educational

institutions who may visit. The Noyo Center also provides a service to the surrounding community by hosting dramatic, artistic, historic or natural history programs for the general public.

The Noyo Center will provide information and resources whenever feasible to assist the Fort Bragg community to increase environmental-based tourism. There are entrepreneurial opportunities through artisan industries that could both benefit from and enrich the integration of environmental science with the business community.

All programs and activities undertaken at the Noyo Center are expected to be of the highest possible quality. Research results from scientists and students will be professionally published whenever possible. Efforts to seek understanding of the natural world will be conducted in an ethical and respectful manner. Students and citizens of all backgrounds will be encouraged to participate, and learning will emphasize cooperation and the integration of a variety of disciplines.

Facilities that are developed at the Noyo Center will be of modest scale but high quality, appropriate to the site and to the anticipated number of users. The local architectural vernacular will be honored. Construction and maintenance techniques that are gentle to the environment and especially to the local natural resources will be used whenever feasible. Research and teaching resources, such as laboratory buildings and equipment, a data base of environmental parameters, or collections and library resources shall be of modest size and scope, appropriate to the user needs and to the financial resources of the Noyo Center.

Noyo Center Goals:

[Note: All goals are listed in priority order within each topic.]

I. Administration, Planning and Facilities

A. Administrative Goals

1. Secure the services of an Interim Director to staff the first 18 to 24 months of Noyo Center activity.
 - a. Responsibility: Hired by City of Fort Bragg. Supervised by the City Manager, with a Steering Committee in an advisory capacity.
 - b. Funding: Part of a three-year grant of \$600,000 sought by the City of Fort Bragg from federal appropriations process.
 - c. Measurable Results: Interim Director in place and making progress with appropriate tasks during Year One.
 - d. Records Kept: Document the hiring process. Require monthly reports reflecting completion of tasks and priorities on a pre-approved task timeline.
 - e. Tasks:
 - Secure the necessary funding commitments.
 - Hire an appropriate consultant to maintain the momentum of the Noyo Center.
2. Create an independent 501(c)3 nonprofit corporation for the Noyo Center.
 - a. Responsibility: Interim Director, Steering Committee.
 - b. Funding: Seek *pro bono* legal assistance.
 - c. Measurable Results: Nonprofit status secured by the end of Year Two.
 - d. Records Kept: Document Articles of Incorporation, By-Laws, Board meeting minutes and other policies.

- e. Tasks:
 - Secure the services, preferably *pro bono*, of an attorney experienced in nonprofit law.
 - Establish a governing Board of Directors or Trustees for the Noyo Center.
3. Hire an Executive Director for the Noyo Center.
- a. Responsibility: Hired by the Board of the nonprofit Noyo Center.
 - b. Funding: Three-year grant of \$600,000 sought from federal appropriations process.
 - c. Measurable Results: Executive Director in place and making progress with appropriate tasks by June 2008.
 - d. Records Kept: Document the hiring process. Require monthly reports reflecting completion of tasks and priorities on a pre-approved task timeline. Establish a proactive semi-annual review process tied closely to the job description and annual plan.
 - e. Tasks:
 - Secure the necessary funding commitments.
 - Conduct a nationwide job search based on the job description provided in the November 2005 Planning Workshop Report (Lohr 2005).
4. Eventually Noyo Center staff will include the Executive Director, Administrative Manager, Facility Manager, Financial Manager, Program Manager and Scientific Technician. There may also be student interns and volunteers.
- a. Responsibility: The City of Fort Bragg and the Steering Committee hire the Interim Director. The Board of the Noyo Center hires the Executive Director. The Interim or Executive Director should hire all other staff. Staff should be hired in this order:
 - Year One
 - Interim Director (0.5 FTE)
 - Administrative Manager (0.25 FTE)
 - Year Two
 - Administrative Manager (increase to 0.5 FTE)
 - Scientific Technician (0.5 FTE)
 - Year Three
 - Executive Director (1.0 FTE)
 - Administrative Manager (increase to 1.0 FTE)
 - Facility Manager (0.5 FTE)
 - Scientific Technician (increase to 1.0 FTE)
 - Year Four
 - Facility Manager (increase to 1.0 FTE)
 - Program Manager (0.5 FTE)
 - Financial Manager (0.5 FTE)
 - Year Five
 - Program Manager (increase to 1.0 FTE)
 - b. Funding: First three years part of Executive Director federal appropriations grant request. Future funding a mix of grants, fees charged, and ocean observing programs.
 - c. Measurable Results: Staff hired on timeline listed above.
 - d. Records Kept: Staff positions and personnel information documented.
 - e. Tasks:
 - Develop job descriptions.
 - Search for people with previous experience at field stations, nature preserves, museums, or conservation organizations.
5. Appoint advisory committees in this order: Steering Committee, Scientific Advisory Committee, Citizens Advisory Committee, Finance and Development Task Force.

- a. Responsibility: Steering Committee appointed by the City of Fort Bragg. Other Committees selected by the Interim/Executive Director and approved by the Noyo Center Board.
- b. Funding: Very little needed.
- c. Measurable Results: All committees in place and functioning by the end of Year Two.
- d. Records Kept: Document committee selection process, job descriptions for each committee, recommendation made by committees and actions taken, and keep an archive of committee meeting minutes.
- e. Tasks:
 - Identify people who could benefit the Noyo Center, such as insurance officers, legal advisors, development personnel, market and public relations experts, etc.
 - Identify interested persons with energy, positive attitudes toward the Noyo Center, and the time to make a serious commitment to providing advice and assistance.

B. Planning Goals

1. Approve the Noyo Center Strategic Plan.
 - a. Responsibility: City of Fort Bragg.
 - b. Funding: Funds on hand.
 - c. Measurable Results: Plan is adopted and followed in Year One. Annual evaluations are conducted and five-year revisions are made.
 - d. Records Kept: Archive of completed planning services contracts, planning documents and charts, and public comments received.
 - e. Tasks:
 - Circulate plan as needed for public comment.
 - Formally adopt the plan at a city council meeting.
 - Develop task charts related to the Strategic Plan.
 - Evaluate effectiveness of the Strategic Plan annually.
 - Revise the Strategic Plan in Year Five and Year Ten.
2. Complete and approve a Noyo Center Detailed Program Plan (DPP).
 - a. Responsibility: Planning consultants hired by the City of Fort Bragg.
 - b. Funding: Funds in place.
 - c. Measurable Results: Plan is completed by the end of Year Two.
 - d. Records Kept: Archive of completed planning services contracts, planning documents and charts, and public comments received.
 - e. Tasks:
 - Hire the DPP planning consultant.
 - Circulate plan as needed for public comment.
 - Formally adopt the plan at a city council meeting.
 - Develop task charts related to the DPP.
3. Develop a detailed 20-year facility plan based on the Strategic Plan and the Detailed Program Plan.
 - a. Responsibility: Interim Director.
 - b. Funding: None additional. This task is part of the Interim Director's job.
 - c. Measurable Results: Plan is completed by the end of Year One.
 - d. Records Kept: Archive of planning calculations and program needs.
 - e. Tasks:
 - Merge the program needs and the DPP facility recommendations into one chart.
 - Apply cost estimates.

C. Facility Development Goals

1. Complete land acquisition for the Noyo Center.
 - a. Responsibility: City of Fort Bragg, Interim Director.
 - b. Funding: Need \$2.5 to \$4 million, based on recent parkland purchase price of \$100,000 per acre. Minimum site size is 25 acres and maximum is 40 acres, depending on the relationship of the Noyo Center to the parkland resources.
 - c. Measurable Results: Funding committed and purchase/sale agreements signed by the end of Year One. Purchase completed in Year Two.
 - d. Records Kept: All information pertinent to a public land purchase.
 - e. Tasks:
 - Identify land parcel using results of the DPP.
 - Solicit funding.
 - Negotiate purchase/sale agreement.
 - Complete land acquisition.

 2. Complete Architectural and Engineering Plans and LEED Certification as a prelude to proceeding with the first phase of facility development.
 - a. Responsibility: A&E and LEED planning consultants hired by the Interim or Executive Director.
 - b. Funding: Funds sought as part of the federal appropriation that includes the Executive Director funding.
 - c. Measurable Results: Plans and certification completed by the end of Year Three. Package of architectural plans ready to use for capital funding solicitation.
 - d. Records Kept: Archive of completed planning services contracts, planning documents and charts, and public comments received.
 - e. Tasks:
 - Hire consultants.
 - Convene appropriate committees to work with consultants.
 - Assist with regulatory issues.
 - Circulate plans as needed for public comment.
 - Develop architectural package for fundraising.

 3. Proceed with facility construction.
 - a. Responsibility: General contractor hired by Executive Director and supervised by a Facility Construction Committee.
 - b. Funding: Fundraising for large-scale capital construction.
 - c. Measurable Results: Ground-breaking in Year Three. Construction substantially completed by the end of Year Five. Office/lab space fully utilized by Noyo Center or rented to appropriate tenants by Year Ten.
 - d. Records Kept: Detailed archive of all aspects related to facility construction, but most especially of “as built” plans.
 - e. Tasks:
 - Hire general contractor.
 - Monitor construction.
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II. Program Goals

A. Research

1. Encourage research partnerships and collaborations with other agencies and organizations.
 - a. Responsibility: Interim Director/Executive Director, Scientific Advisory Committee, Scientific Technician.
 - b. Funding: Fees charged when appropriate.
 - c. Measurable Results: Number of outside users increases each year. By Year Five there are at least five research project collaborations with public agencies or other scientific or environmental groups.
 - d. Records Kept: Keep annual records of collaborations with other organizations. Include documentation of any contracts or cooperative agreements, annual reports of progress, and records of research data used, including institutional affiliations of scientists.
 - e. Tasks:
 - Pursue participation in coastal and marine monitoring initiatives.
 - Pursue participation in the U.S. Bureau of Land Management's California Coastal National Monument Gateway Program.
 - Conduct habitat-based biodiversity inventories at the Mill Site and within the region.
 - Hold regular "brown bags" to provide for informal contact with academic and agency scientists that might lead to cooperative research projects.
 - Meet with other organizations about standardizing data collection and management.

2. Encourage use of the Noyo Center by visiting scientists and students interested in appropriate terrestrial and aquatic studies.
 - a. Responsibility: Interim Director/Executive Director, Scientific Advisory Committee, Administrative Manager.
 - b. Funding: Fees charged for facility use and services.
 - c. Measurable Results: Number of research projects increases each year. By Year Five there are at least 10 different research projects using Noyo Center facilities and/or affiliation.
 - d. Records Kept: Keep annual records of research use, including institutional affiliations of scientists, titles of projects, funding sources for their research, and copies of resulting publications. Use standardized formats available through the Organization of Biological Field Stations.
 - e. Tasks:
 - Advertise Noyo Center research opportunities in at least 10 appropriate venues.
 - Seek funded research opportunities, such as coastal instrumentation, industrial site remediation, etc.
 - Improve facilities for on-site research.
 - Develop long-term baseline environmental monitoring.
 - Document land use history.
 - Develop administrative procedures that facilitate research use and research site security.
 - Hold an annual field day at which posters or other brief research presentations are made.
 - "Species-busting" days could be held once a month during the field season, offering invited colleagues the opportunity to do some natural history and then share results at an informal picnic.
 - Host a regional scientific meeting.
 - Encourage graduate student research at the Noyo Center, perhaps by offering pilot funds on a competitive basis to graduate students.
 - Develop a research intern program that offers free research assistance to anyone conducting a project at the Noyo Center.

- Seek funding for multi-institutional collaborative research.
3. Involve high school students, College of the Redwoods students, citizens and teachers actively in scientific discovery as research assistants in both traditional and innovative ways at every opportunity.
 - a. Responsibility: Executive Director, COR faculty, visiting scientists.
 - b. Funding: Faculty grants, student support grants, seek NSF funding for innovative research experiences.
 - c. Measurable Results: Number of assistants participating in research projects at the Noyo Center increases annually. By Year Five there are at least 10 total local research assistants.
 - d. Records Kept: Keep annual records of research assistants, including titles of any independent research projects and field notes or papers prepared.
 - e. Tasks:
 - Seek financial support for student research.
 - Encourage integrative approaches to discovery and learning, such as incorporating arts, literature, anthropology and other disciplines in studying the landscape at the Noyo Center.
 - Establish a long-term study of the biological, human and physical environments of a post-industrial landscape that students can conduct from year to year.
 4. Monitor basic attributes of marine and terrestrial environments, following models developed by the National Science Foundation's Long-Term Ecological Research (LTER) program and the Organization of Biological Field Stations (OBFS), to provide background information for research investigations.
 - a. Responsibility: Executive Director, Administrative Manager, Scientific Technician, Scientific Advisory Committee.
 - b. Funding: Some grants and financial arrangements with partners in the initial stages. Eventually an endowment should be developed to sustain the basic monitoring program.
 - c. Measurable Results: Program is established by the end of Year Three. Data sets are available by Year Five. Funding is secured. Compatibility with OBFS/LTER is achieved. An outside review ascertains compatibility with national standards by Year Ten.
 - d. Records Kept: Keep track of number of data sets and number of users of them.
 - e. Tasks:
 - Keep the program as modest as possible while still covering necessary attributes.
 - Decide on the core data needs and arrange for sustaining the monitoring effort for decades. Other data needs may come and go on a shorter time scale that will require adjustments to the monitoring program.
 - Use data sets from other sources whenever feasible.
 - Manage quality control and data entry standardization rigorously as different researchers and students contribute data.
 - Acquire equipment with longevity that doesn't get obsolete rapidly.

B. Learning

1. Provide educational opportunities to students and citizens. Efforts can include hosting classes, seminars, labs or other events, and should emphasize inquiry-based learning, interdisciplinary study, field-based science, and long-term research projects whenever possible.
 - a. Responsibility: Interim Director/Executive Director, Program Manager, Administrative Manager, visiting faculty.

- b. Funding: Fees charged.
 - c. Measurable Results: Number of classes using Noyo Center increases each year. By Year Five there are at least 10 classes using the Noyo Center.
 - c. Records Kept: Keep annual records of class use.
 - e. Tasks:
 - Survey all possible participating faculty to inquire how the Noyo Center could serve their teaching needs.
 - Develop an effective infrastructure to support educational programs.
 - Consider developing environmental science courses with partner colleges.
 - Develop a series of field study demonstration areas, exercises and activities to be used repeatedly.
2. Develop a summer coursework program.
- a. Responsibility: Program Manager.
 - b. Funding: Charge tuition.
 - c. Measurable Results: One or more summer courses in place by Year Ten.
 - d. Records Kept: Keep a record of participants in summer classes, including course syllabus, readings, papers written or presented, and student contact information.
 - e. Tasks:
 - Seek financial support for student research.
 - Work with departmental requirements at different institutions to facilitate summer classes.
 - Assist students with addressing transportation or housing needs whenever possible.
3. Foster participation by minority students in the sciences.
- a. Responsibility: Executive Director.
 - b. Funding: Seek grants to involve minority students in Noyo Center programs.
 - c. Measurable Results: One or more specific grant-funded programs in place by Year Ten.
 - d. Records Kept: Keep a record of participants in specific efforts to encourage underrepresented minorities, and try to record minority participation in general activities when appropriate and not intrusive.
 - e. Tasks:
 - Pursue grant opportunities targeted toward providing financial support for underrepresented minority students.
 - Seek advice from the various sources regarding minimizing any inadvertent barriers to incorporating minority students in field science.
 - Develop a mentoring program among Noyo Center scientists and faculty for encouraging minority students.
4. Provide a venue for professional development opportunities for K-12 teachers, such as teacher workshops, short summer courses, seminars, etc. Note that Noyo Center provides the facility but does not develop the programs or curriculum for these events.
- a. Responsibility: Program Manager.
 - b. Funding: Charge fees for facility use.
 - c. Measurable Results: One or more such activities takes place annually by Year Ten.
 - d. Records Kept: Document the workshops or training sessions, including participant information and specific curriculum content.
 - e. Tasks:
 - Seek collaborations whereby other organizations develop the classes and Noyo Center provides the facilities.

- Seek funding from NSF for involving teachers in research, as supplements to existing NSF individual investigator grants.
5. Provide resources for visiting K-12 classes.
 - a. Responsibility: Noyo Center Interim/Executive Director, Program Manager.
 - b. Funding: Charge fees for participation. Seek local or regional grants to offset fees for visiting classes.
 - c. Measurable Results: At least 10 K-12 classes hosted at Noyo Center in Year Five.
 - d. Records Kept: Keep an annual list of visiting K-12 classes, including numbers of participants.
 - e. Tasks:
 - Develop a tour itinerary and content.
 - Hire an experienced person to guide the class tours.
 - Develop some regular scientific investigation, such as restoration plots, that classes can visit repeatedly.
 - This program is important to the future of the Noyo Center but should be carefully planned and pursued so it doesn't overwhelm the site or adversely affect research projects.
 6. Develop specialized short courses for a diverse audience of citizens, businesses, nonprofit staff and others. Topics might include scientific assessment techniques, land use investigations, issues relating to monitoring populations of plants or animals, native knowledge of the local environment, or natural history of the region, in order to promote general environmental literacy and ecological awareness.
 - a. Responsibility: Executive Director, Program Manager.
 - b. Funding: Charge fees for participation.
 - c. Measurable Results: Ten public programs take place in Year Ten.
 - d. Records Kept: Document the courses, including participant information and specific curriculum content.
 - e. Tasks:
 - Collaborate with other organizations that might develop course content and provide volunteers or docents to lead them.
 - Investigate topics that may be of interest to corporate executives as they seek greater environmental understanding.
 - Develop some regular scientific investigation, such as insect censuses or bird trapping, that courses can visit repeatedly.
 - Courses can provide the Noyo Center with important benefits, such as exposure to individuals who get personally interested in the Center, but care should be taken to make the programs self-supporting, and not to overwhelm researchers. Benefits to the Center are good public relations and potential donations.

C. Outreach

1. Promote and market the Noyo Center to the scientific community and the general public, with the intention of significantly increasing the number of users.
 - a. Responsibility: Interim Director/Executive Director, Program Manager.
 - b. Funding: Some additional funding will be needed for marketing materials.
 - c. Measurable Results: Advertising, marketing and promotional activities are pursued in appropriate venues, such as links with scientific society websites (eg. Organization of Biological Field Stations), brochures at the Chamber of Commerce, etc. Success is also

- measured by successful programs in place in Year Five (at least 10 classes, 10 research projects and 10 public programs).
- d. **Records Kept:** Keep files that document marketing efforts, with examples of promotional materials, mailing lists, pertinent websites, etc.
 - e. **Tasks:**
 - Create and maintain a Noyo Center website as an efficient, straightforward means of inquiring about and applying to Noyo Center programs.
 - Provide links to the Noyo Center through appropriate professional societies.
 - Seek local and regional professional expertise for public relations and marketing assistance.
2. Host a few outreach events at the Noyo Center for the general public, such as arts events, a science day, an ecology day-camp for kids, public seminars to teach environmental awareness, ecological stewardship, “green” building techniques, etc.
 - a. **Responsibility:** Administrative Manager.
 - b. **Funding:** Seek specific grants for specific programs. Some fee income.
 - c. **Measurables:** At least four events per year are hosted in Year Five.
 - d. **Records Kept:** Document event content and participants.
 - e. **Tasks:**
 - Seek effective collaborations so that events are created by others.
 - Encourage scientists to develop outreach events that increase the effective communication of science to the general public.
 3. Respond to requests for general scientific information and provide links to credible and relevant internet sites or other organizations.
 - a. **Responsibility:** Program Manager.
 - b. **Funding:** Subsidized by other operational income.
 - c. **Measurable Results:** All information requests receive responses. This activity is a more appropriate priority after Year Three.
 - d. **Records Kept:** Track the number of requests for scientific information, and the response given.
 - e. **Tasks:**
 - Develop one-page information sheets to address common questions, using vocabulary understood by the general public.
 - Develop a procedure for addressing inquiries in a timely fashion, so no one has a disappointing interaction with the Noyo Center.
 - Develop a data file of referrals and references materials.
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III. Funding Goals

A. Funding for Facilities

1. Seek funding for facility construction.
 - a. **Responsibility:** Executive Director, Finance and Development Task Force.
 - b. **Funding:** Federal, state and foundation grant support and private donors.
 - c. **Measurable Results:** Funding is substantially committed by the end of Year Three and buildings are substantially completed and equipped by the end of Year Five.
 - d. **Records Kept:** Document funding resources, facility construction and user satisfaction.
 - e. **Tasks:**

- Develop Noyo Center capital funding plan based on the DPP and the Architectural and Engineering Plans.
 - Work closely with the Coastal Conservancy, federal and state legislative staffs, and others knowledgeable about possible sources of capital funds.
2. Seek funding for ongoing facility maintenance.
 - a. Responsibility: Executive Director.
 - b. Funding: A portion of fees for facility use.
 - c. Measurable Results: A routine maintenance program is established and sustained by Year Ten.
 - d. Records Kept: Keep track of annual maintenance activities.
 - e. Tasks:
 - Develop an annual maintenance program that includes activities such as mowing, trail improvements, preventive maintenance for buildings, etc.
 - Be sure to plan for regular replacement of large capital items that don't occur annually, such as new roofs, exterior painting, data loggers, etc.
 - Develop a maintenance and replacement schedule for the aquarium and other sophisticated scientific equipment.

B. Funding for Operations

1. Seek funding for Interim Director.
 - a. Responsibility: City of Fort Bragg.
 - b. Funding: Will need about \$70K total for a year of the position, an assistant, and miscellaneous expenses. This amount is included in the federal appropriations request made by the City of Fort Bragg.
 - c. Measurable Results: Funding secured and Interim Director hired.
 - d. Records Kept: Financial and personnel records, and any reporting required by the grant source.
 - e. Tasks:
 - Develop a budget and grant request.
 - Solicit funds from appropriate sources.
2. Seek funding for Executive Director.
 - a. Responsibility: City of Fort Bragg, Interim Director.
 - b. Funding: Grant request from federal appropriation. Will need about \$200K per year for the Executive Director position, other staff (including the Interim Director amount listed above), and for operational expenses. Total request should be about \$600K.
 - c. Measurable Results: Funding secured by the end of Year Two and Executive Director hired by the Noyo Center.
 - d. Records Kept: Financial and personnel records, and any reporting required by the grant source.
 - e. Tasks:
 - Develop a budget and grant request.
 - Solicit funds from appropriate sources.
3. Seek funding for Noyo Center operations.
 - a. Responsibility: City of Fort Bragg, Interim Director, Executive Director.
 - b. Funding: Grants, fees charged, other operational income.

- c. Measurable Results: Operations are substantially sustainable by Year Seven. Basic operational cost recovery is complete by Year Ten. Staff are hired and funded.
- d. Records Kept: Annual budgets are developed and monitored and an annual financial report is published. Noyo Center financial operations are audited externally by a firm experienced with nonprofit audits.
- e. Tasks:
 - Develop an annual budget that identifies sources of funding for all expenses.
 - Devise fee structures to recover costs for any programs that charge fees.
 - Prioritize programs based on limited access to financial resources.
 - Develop a list of “Things We Could Do If We Had Funding” and keep it available for development opportunities.

C. Endowment Funding

- 1. Raise a \$5 million endowment for the Noyo Center.
 - a. Responsibility: Executive Director, Finance and Development Task Force.
 - b. Funding: Donations from foundations and individuals, planned giving
 - c. Measurable Results: Endowment targets are met. A reasonable expectation might be a 20-year timeline, with at least \$2 Million raised by Year Ten. The need for facility construction will interfere with endowment giving until the construction is completed.
 - d. Records Kept: Funds are received and invested.
 - e. Tasks:
 - Develop governing documents and investment targets for endowment.
 - Develop materials necessary to support fundraising efforts.
 - Involve the Citizens Advisory Committee intimately in this project.
 - Pay particular attention to planned giving opportunities, such as bequests, charitable remainder trusts, and other charitable giving instruments.

Appendices:

- 1. Noyo Center Strategic Planning Chart
- 2. Noyo Center Organizational Chart
- 3. Noyo Center Operating Costs Over Time

Pertinent Documents:

Chow, Michelle and Victor Chow. 2004. "Considerations for a Ft. Bragg Marine Science Institute" (*Paper prepared for the City of Fort Bragg*). Sebastopol, CA: Ocean Discovery! 6575 Burnside Road, Sebastopol, CA 95472. 9 pp.

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Noyo Center Five-Year Strategic Planning Chart, February 2006

Program	Objectives	Tasks: 2006	2007	2008	2009	2010
Administration	1. Hire Interim Dir. (consultant)	Fill position				
	2. Create nonprofit Noyo Center	Use attorney				
	3. Hire Executive Director		Candidate search	Hire candidate		
	4. Hire other staff	Adm. Mgr. (0.25)	Adm. Mgr. (0.5) Sci. Tech. (0.5)	Adm. Mgr. (1.0) Facility Mgr. (0.5) Prog. Mgr. (0.5)	Sci. Tech. (1.0) Facility Mgr. (1.0) Fin. Mgr. (0.5)	Prog. Mgr. (1.0)
	5. Appoint advisory committees	Steering Committee Finance and Devel.	Sci. Advisory Comm. Citizens Ad. Comm.	<i>Ad hoc</i> Constr. Comm.		
Planning	1. Approve Strategic Plan	Circulate and adopt	Annual evaluation	Annual evaluation	Annual evaluation	Five-Year Review
	2. Complete DPP	Hire consultant	Use for A&E plan			
	3. Develop 20-Yr. Facility Plan		Use DPP results			Five-Year Review
Facilities	1. Acquire land	Identify parcel Negotiate P/S contract	Complete purchase			
	2. Complete A&E and LEED		Hire consultant	Plans completed		
	3. Build facilities			Hire contractor Break ground	Monitor construction	Substantially complete
Research	1. Encourage research collaborations	Ocean observing	BLM CA Gateways Habitat inventories	Informal brown-bags		At least 5 projects
	2. Encourage visiting scientist use	Advertise	Seek funded programs Improve res. sites Seek grad students	Land use history Res. policies Monitoring	Field day Res. interns Res. collaborations	At least 10 projects Host regional meeting
	3. Involve citizen/student RAs			Seek funding	Set up program Long-term plots	At least 10 local RAs
	4. Environmental monitoring			Program established	Funding secured	Data sets available
Learning	1. Local learning programs			Survey faculty Admin. Procedures	Field study plots Env. Sci. courses	At least 10 classes
	2. Summer coursework program				Seek funding	Set up program
	3. Encourage minorities				Seek funding	Set up program
	4. Host educator training activities					Seek funding
	5. Host K-12 classes			Host classes on-site	Develop curriculum	Sponsor programs
	6. Specialized short courses					Sponsor one event
Outreach	1. Promote Noyo Center	Create website	Links to other orgs. Host one event	Seek PR assistance Host two events	Host three events	Host four events
	2. Host outreach events				Develop info sheets	Respond to inquiries
	3. Respond to info. requests					
Funding	1. Land acquisition	Coastal Conservancy				
	2. Interim Director	Apply for fed. app.				
	3. Executive Director	Apply for fed. app.				
	4. A&E/LEED plans	Apply for fed. app.				
	5. Facility construction		Capital funding plan	Solicit funds	Secure funds	
	6. Ongoing operations				Budget, fees, grants	
	7. Routine facility maintenance					(after Year Five)
	8. \$5 Million campaign					(after Year Five)

Noyo Center Operating Costs

Task	Year One	Year Two	Year Three	Year Four	Year Five
Personnel (with FTE)	Acting Director (0.5) Administrative Manager (0.25)	Executive Director (1.0) Administrative Manager (1.0) Scientific Technician (0.5) Facility Manager (0.5)	Executive Director (1.0) Administrative Manager (1.0) Scientific Technician (1.0) Facility Manager (1.0) Program Manager (0.5) Financial Manager (0.5)	Executive Director (1.0) Administrative Manager (1.0) Scientific Technician (1.0) Facility Manager (1.0) Program Manager (0.5) Financial Manager (0.5)	Executive Director (1.0) Administrative Manager (1.0) Scientific Technician (1.0) Facility Manager (1.0) Program Manager (1.0) Financial Manager (0.5)
Personnel Expense	67,000	170,000	250,000	250,000	300,000
Facility Consultants:					
1. DPP Plan	50,000				
2. Architectural Design, Engineering and LEED Certification		400,000	400,000	50,000	50,000
3. Construction Supervision	10,000	25,000	30,000	35,000	40,000
Operational Expense*					
Total Annual Expense	127,000	595,000	730,000	335,000	390,000
Annual Income (from grant overhead, fees, rents, etc.)	0	3,000	5,000	10,000	20,000
Net Annual Operating Expense	127,000	592,000	725,000	325,000	370,000
Cumulative Net Operating Expense	127,000	719,000	1,444,000	1,769,000	2,139,000
Grants Needed:					
Personnel/operations support	77,000	195,000	275,000	275,000	320,000
Ocean instrumentation	0	5,000	10,000	15,000	20,000
Construction planning and supervision	50,000	400,000	450,000	50,000	50,000
Land Acquisition Costs		4,000,000			
Capital Construction Costs		1,000,000	2,000,000	1,000,000	
Land Acquisition Grant Needed:		4,000,000			
Construction Grants Needed:		1,000,000	2,000,000	1,000,000	
\$4M obligation secured, dispersed over three-year period				1,000,000	

* Includes all non-personnel expenses (travel, utilities, legal, office, etc.) except for capital construction

Noyo Center Organizational Chart

