

APPENDIX B

CHOOSING BY ADVANTAGE

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VALUE ANALYSIS / CHOOSING BY ADVANTAGES
November 30 – December 3, 2004

BLUE RIDGE PARKWAY
BLUE RIDGE PARKWAY REGIONAL DESTINATION VISITOR CENTER
PMIS – 081354

Components Evaluated: Site Selection / Building Location / Facility Program

PHASE I - INFORMATION

General

In the week of November 29, 2004, a value analysis panel convened for four days at Blue Ridge Parkway Headquarters in Asheville, North Carolina. The purpose of this meeting was to select a preferred site, a preferred building location on the preferred site, and a facility program for the proposed Regional Destination Visitor Center (RDVC).

CBA Panel

The following individuals participated in the choosing by advantages process. Facilitator John Hoesterey of Parsons was assisted and supported by the other members of the Parsons and the LAS teams. Only those panelists from SERO, BLRI, and DSC were voting members.

Office	Name	Title	Panel Position
Southeast Regional Office (SERO)	Francis Peltier	Assoc. RD, Prof. Serv.	Voting Participant
	Richard Ramsden	Ch., Architecture Div.	Voting Participant
	Richard Sussman	Ch. Png/Compl Div.	Voting Participant
	Steven Wright	Env. Protection Spec.	Voting Participant
Blue Ridge Parkway (BLRI)	Gary Johnson	Ch. RP&PS	Voting Participant
	Patty Lockamy	Ch. Interpretation	Voting Participant
	Michele Maertens	Supv. Park Ranger	Voting Participant
	Mike Molling	Facility Manager	Voting Participant
	John Wilburn	Supv. Civil Eng.	Voting Participant
Harpers Ferry Center	Lisa Royce	Staff Curator	Voting Participant
Denver Service Center (DSC)	Jack Cook	Project Specialist	Voting Participant
	Lydia Creager	Project Manager	Voting Participant
	Ray Todd	Supervisor	Voting Participant
Parsons	Noel Fehr	Project Manager	Site Presentation
	John Hager	Landscape Architect	Site Presentation
	John Hoesterey	CBA Facilitator	Facilitator
	John Martin	EA Lead	Site Presentation
Lord Aeck & Sargent (LAS)	Joshua Gassman	Project Architect	Facility Presentation
	Hank Houser	Project Manager	Facility Presentation
	John Starr	Principal	Facility Presentation

Stakeholders

Stakeholder	Interest / Concern
• Adjacent Landowners	Traffic, views to/from site, physical impact
• Advantage West	Increased visitor stay
• American Chestnut Foundation	Exhibit space – tell story
• Asheville Chamber of Commerce	RDVC will compliment their operations
• Biltmore Estate	Send visitors
• B. R. Heritage Area/Marketing Partner	Increase awareness of North Carolina resources and opportunities
• Blue Ridge Parkway	Meet NPS/Visitor expectations, sustainability, maintainability
• Congressman Taylor	Help region - marketing, economic development, parkway story, an attraction
• Developers (negative)	Control problems for private development
• Eastern National	Sustainable Operation
• Environmental groups	Commercialization of Parkway, natural resource concerns
• Existing concessionaire	Profit, visibility
• Folk Arts Guild	Show their wares, future expansion, complimentary, non-competing, experience
• High Country Hosts	Marketing
• Local government agencies	Development compliant with local ordinances
• Mother Nature	Minimum impact, maximum education
• North Carolina Arboretum	Promote mission, send visitors
• Other agencies, parks, GRSM, USFS	Links to park/agency missions
• School groups	Entertaining, educational experience
• Theater partner	Profit
• Trail/Hike/Bike Assoc/User Groups	Promote public awareness of trails and recreational opportunities
• Visitor	Enhanced experience, functional resource
• Western Carolina University	Part of a learning center, promote knowledge

Choosing by Advantages

The analyses of the sites, building locations, and facility programs were done using the Choosing by Advantages method. The analysis was initiated on four site/building alternatives that had been developed prior to the meeting by Parsons, the preliminary site development and compliance A/E; and Lord Aeck & Sargent, the A/E for facility design & development. The panel considered two different sites, each with two different proposed building locations. These included:

- Alternative A – Hemphill Knob – visitor center building located at the west end of the existing visitor parking
- Alternative B – Hemphill Knob – visitor center building located at the east end of the existing visitor parking
- Alternative C – Folk Arts Center – new visitor center development incorporated in to existing building
- Alternative D – Folk Arts Center - visitor center building located apart from the existing building

The following set of factors and variables were developed prior to the meeting for the purpose of initiating discussion at the CBA. After reviewing these, the panel determined that (1) there was little or no difference among alternatives with regard to some of these initial considerations, or that (2) a particular variable was not pertinent to the analysis. Although the five NPS factors remained the same, some of the variables were modified. These modifications are reflected in the CBA matrix included in this report.

Initial Factors and Variables – Site Selection:

I. Protect Public and Employee Health, safety and Welfare

- A. How safe is public access to the site from adjacent roads with this alternative?

II. Protect Natural and Cultural Resources

- A. What extent of site disturbance is anticipated with this alternative? Traffic impacts? Parking lot footprint?
- B. What opportunities for site protection/restoration/mitigation are offered by this alternative? Protection of Mountain-to-Sea Trail?

III. Provide for Visitor Enjoyment through Improved Educational and Recreational Opportunities

- A. What opportunities for enjoyable views from the site/building are offered by this alternative? What visual impact will this alternative have on the Parkway and other Parkway facilities?
- B. What outdoor educational opportunities are offered by this alternative? What opportunities to create or enhance outdoor recreation opportunities are offered by this alternative (trails, picnic, etc)?
- C. Does the site layout facilitate logical visitor flows, entry sequence, visitor drop-off, handicapped/elderly accessibility, etc?

IV. Improve Operational Efficiency, reliability and Sustainability

- A. What site maintenance difficulties might be presented by this alternative (snow removal, road maintenance, lawn care, etc.)?
- B. How difficult or easy is service access to the facility with this alternative?
- C. what sustainable opportunities are presented by the building (examples: elevator vs. one-story design, reduced lighting loads through better natural lighting opportunities, natural landform screening, alternate energy sources, etc.).
- D. What is the capacity for future expansion of the building? What is the capacity for future expansion of parking?
- E. What is the opportunity for staffing efficiencies?

V. Provide Other Advantages to the National Park System

- A. What is the potential economic impact, negative or positive, of this alternative on Folk Arts Center operations (including competition from other site or closure during construction)? Other neighbors?
- B. How will this alternative improve parkway/community/political relations and/or support community goals (including congressional concern about access to other local and regional visitor opportunities)?

PHASE II – FUNCTIONAL ANALYSIS (Not used)

PHASE III – CREATIVITY

Following opening introductions, project overview, and presentation of these initial four site development and building concepts, the panel spent the first day evaluating these alternatives and listing recommendations for improvements. These ideas were recorded on flip-charts. In turn, each recommendation was evaluated further to determine the pros and cons, as indicated in the following table:

Site Enhancement Discussions

Alternative A	Pro	Con
Enhance scenic view of mountains, improve foreground	Broaden visitor experience	Lose parking Could have view of parking
Grand Arrival	Easier to understand use (entry more obvious)	Entry may have to be on north side
Move bldg to NE to reduce impact to exist bldg	Combine with above. Less clear bldg development. HQ less visible, better solar, winds, views	Requires more infrastructure manipulation. HQ less visible
Separate overflow parking from service entrance	Enhance arrival sequence, better circulation, better safety	May impact service entrance
Orient plaza to views	See "rotating bldg"	Focus not on interpretation
Orient plaza to interpretation	Provides 24/7 usage	Focus not on views. Entrance conflicts with interpretation
More natural parking area design / flexibility	Radiates less heat. Don't see sea for cars	Takes up more footprint, walk further
Overflow parking along entrance road	Smaller footprint	Additional turning movements, safety over sense of arrival.
Separate parking from Mountain-to-Sea Trail	More natural experience	Larger development, footprint
Spread design out	Consistent with BLRI character guidelines, development ideals – spread out rather than compact.	More disturbed area
Minimize noise impacts of amphitheater	Less impact on park staff operations	Could be moved to less than optimal location
Move demo gardens, improve adjacencies	Better connection with interior education and interpretation : exterior spaces	Noise pollution between interior & exterior
Eliminate demo garden	Less area disturbed. Less noise	Lose a defined area for demonstrations
Expand HQ service/storage	Eliminates duplication of functions. Enable 360 d RDVC	Difficult to collect trash, provide supplies
Reduce footprint impact by using 2 story bldg	Decrease development footprint, better views.	Create accessibility issues – stairs, elevators, etc. difficult to screen parking lot. More visible from Pkwy.
Eliminate south service area access	Reduce visual impact from bridge	More difficult turning for large trucks.
Provide annex space	No Comment	No Comment

Alternative B	Pro	Con
Grand Arrival	Entry easier to understand. Redesign parking flow. Improved way-finding	Entry may have to be on north side
Overflow parking along entrance road	Same as "A"	No comment
Reduce footprint impact by using 2 story bldg	Same as "A", less than "A" because of trees and vegetation.	Disrupts sense of arrival. Less parking screening than "A", more visible from parkway than "A"
Connect amphitheater to other functions	Same as "A", improve adjacencies	No comment
Move demonstration area/terraced gardens for 3 season use	Same as "A", improve adjacencies	No comment
Make design less linear (linearity enhances solar opportunities). Move optional part of building to the east, remote from parking.	Improve consistency with parkway design guidelines/architecture. May make interior circulation easier	Linear design more straightforward, understandable circulation layout
Create discrete functional zones for marketing aspects of facility	Improve operational efficiency.	No comment

Alternative C	Pro	Con
"Grand Arrival"	Less initial view of parking	Rehab older building – cost considerations
Parking that doesn't surround building (other options)	Enhanced visitor experience (see less parking).	No comment
Provide pedestrian walkway from rear parking area	No Comment	No Comment
Parking deck	Enhanced visitor view of parking. Reduce walking distance	Less visible connection to vehicle.
Move less earth, protect mature trees	Future discussion issue	No comment
Remote parking with shuttle	No comment	Reduce marketing function
Integrate parking and circulation for bldg 35 w/FAC	Use more existing parking	Compromises bldg 36 parking function. Unsightly access
Maximize solar orientation/opportunities	No comment	Grading is not optimal.
Increase food service for additional visitation	Facilitates increased length of visitor stay. Enhanced experience.	Operational issue, need vendor. Must increase or steal programmed area.

Move demonstration area/terraced gardens for 3 season use	No Comment	No Comment
Provide lighted entry and lighted parking for quick info.	Encourages visitor stopping for brief information needs.	Could reduce accessible parking. Difficult to enforce. Adds Ops.

Alternative D	Pro	Con
Improving bldg/site orientation for way-finding. Fill to elevate bldg.	Improve initial prominence of visitor center	Fill=cost+. Potential for confusing parking.
Parking deck	Same as Alt "C"	No comment
Topography – move less earth, protect mature trees	No comment	No comment
Remote parking with shuttle	Same as Alt "C"	No comment
Integrate parking and circulation for bldg 35 w/FAC	Same as Alt "C"	No comment
Maximize solar orientation/opportunities	Same as Alt "C"	Lose more parking
Increase food service for additional visitation	Same as Alt "C"	Lose more parking
Consider 2 story building	More/as prominent as FAC. Less footprint.	Same as "B"
Move bldg to north – decrease parking impact	Increase parking potential	No comment
More direct access from entrance road to RV parking	Better circulation	Crosses Mtn-to-Sea trail
Reconfigure FAC to reduce duplication of functions	Better defined functioning of two operations. Could create efficiencies of underused space.	No comment

From these recommendations, the Parsons and LAS design teams developed, during the evening of the first day, four additional alternatives for further consideration and evaluation. The design teams presented the revisions to the panel on the morning of day two. Following discussions, the initial layouts were dropped and these revisions became the final four site/building location alternatives for further consideration by the panel.

Alt	Description	Action
A	Hemphill Knob – building @ west end of existing visitor parking	Rejected
B	Hemphill Knob – building @ east end of existing visitor parking	Rejected
C	FAC – new development incorporated into existing building	Rejected
D	FAC – new building located apart (south) from existing building	Rejected
A ¹	Alt A with panel recommendations incorporated	Consider further
B ¹	Alt B with panel recommendations incorporated	Consider further
C ¹	Alt C with panel recommendations incorporated	Consider further
D ¹	Alt D with panel recommendations incorporated	Consider further

THE REVISED SITE/BUILDING LOCATION ALTERNATIVES

Alternative A¹ - Hemphill Knob



The building is sited at the western end of the existing parking and adjacent to the eastern end of the existing bridge. This location serves to become a focal point to the entrance drive, and a landing for the existing bridge. Upon parking and arriving at the building, the visitor is welcomed with an exterior court. This allows the user to take advantage of the natural setting and mountain views to the east.

The exterior court establishes a perpendicular axis to the bridge reinforced by a view into and through the building, tying the exterior to the interior and the interior back to the exterior. In an attempt to create a campus arrangement of buildings, while minimizing the development

footprint, the building location brings foot traffic and experience to the site while allowing both buildings to operate simultaneously and without overlap.

The primary public function of the exterior court and interior Exhibition space is complemented by adjacent Marketing and Gift Shop functions. To the west of the Exhibition space, the Theatre, Classrooms, and additional Exhibition space round out the program. This allows the Exhibition space to double as a dynamic and rich interior public space, as well as a place for installations. The building can be expanded with Classrooms, Library, and Interpretive Work Room, to the north of the Theatre, effectively truncating the service drive. This additional building volume will blend naturally with the base building by providing a backdrop for the ascending grade at the eastern facade of that volume.

Alternative B¹ - Hemphill Knob (Preferred Alternative)

The building is located to the east of the existing parking area, physically separated from the existing park building while maintaining a strong primary visual axis between the existing building and the main body of the new building. Here the buildings can respond to one another while retaining a sense of operational separation.

Upon arrival, the visitor is greeted by a plaza and garden bisected by an extension of the building wall, and bounded by a sun screen to the south. To the north of the segmented wall is a garden and outdoor classroom space, delicately blending the natural landscape with the hardscape of the entry plaza. Upon entering the building, the visitor experiences a series of volumetric compressions and expansions, enhancing the dialogue between the function of the interior and the views



of the landscape. The main space is composed of Lobby functions, Gift Shop and Exhibition, linked linearly to maintain the flow from exterior experience, through the building, and back to the exterior experience never allowing the visitor to lose sight of the landscape.

Adjacent to the main program space is a bar of Marketing, Classroom and Theatre functions. Placing these activities to the north of the main bisecting wall removes them slightly from the thrust of the building program and provides space with adequate light control. In the additive alternate scheme, the Classroom, Library, and Interpretive Work Room would be located in the area to the north of the bisecting wall thereby growing upon the existing building framework.

Alternative C¹ - Folk Arts Center

This option investigates the viability of an expansion and renovation to the existing Folk Art Center. Since the existing theatre at the Folk Art Center is rarely filled to capacity, it would be demolished to open a prime section of the site to the new building, and thereby linking the new program with existing elements. With parking to the east and southeast of the building, one arrives through the new visitor center Lobby, giving prominence to the visitor center.



From the Lobby, the visitor can easily navigate between new program functions – Gift Shop, Marketing Center, Exhibitions and Theatre, or existing program functions of the Folk Art Center.

Not only would the new and existing programs work in a complimentary manner, the exterior of

the two buildings would blend to give the image of cohesion. The additive alternates would be incorporated into the building via additional bars of program that would blend with the main volume of the building.

Alternative D¹ - Folk Arts Center

With the Folk Art Center undisturbed, this scheme joins the new building with the existing by creating a shared plaza. The new building is separate from the existing, yet it is used as a point of arrival before proceeding to the Folk Art Center. With parking to the south of both buildings, the visitor is drawn first toward the new building. The building sunscreen provides solar protection along the southern facade of the building as well as establishing a directional pathway towards the central plaza.

The entrance to the building is marked by a dramatic formal shape. This shape not only provides a memorable image of the building but also helps formally mark the way into the



building by setting itself apart from the body of the building. From the dramatic Lobby space, one can navigate between program elements along a central corridor. The separation of the corridor allows functions to be either open to the landscape on the southern side, or be shielded from the sun as functionally necessary on the northern side. The exterior would be complimentary of the existing Folk Art Center, but not necessary the same vocabulary. The buildings would relate to one another in a dialogue via the central plaza space. As well, the additive alternates would work into the collective body of the building, thereby becoming an additional program element along the central corridor.

PHASE IV – EVALUATION

Site Selection Evaluation (see attached CBA matrix)

The panel determined that the advantage of Site Alternative B¹, under NPS Factor III, Variable A (see attached matrix) was the Paramount Advantage in the analysis. This advantage was given the score of 100. All other advantages were weighed relative to its importance and the importance of all other advantages. The total importance score of 550 for Alternative B¹ was the highest of the four alternatives and the cost estimate for Alternative B¹, \$8,800,000 was the lowest of the four. Therefore, Alternative B¹ is the Preferred Site/Building Placement Alternative. The CBA panel recommends that this alternative be developed further through Schematic Design for presentation to the DAB.

Building Program Evaluation

Following the site selection process, the CBA panel developed five (5) building program options, which explore different approaches to the phasing of the project. These options are:

Phase	Option 1	Option 2	Option 3	Option 4	Option 5
Phase 1	Visitor Center with Marketing	Visitor Center	High-end theater	Visitor Center - 2000 SF & High-end Exhibits	Portion of high-end exhibits
	Some minimal exhibits	High-end exhibits	Lobby / restrooms	Marketing Center - Moderate	Unfurnished Marketing Center
	Theater with film @ \$1M	Discovery classroom	Marketing Center		Un-programmed theater
					Visitor Center
Phase 2	Exhibit space and support	Theater	Visitor Center	Theater - Outdoor exhibits	Discovery Classroom integrated with 1000 SF high-end exhibits
	Exhibits	Marketing Center	Exhibits	Discovery Classroom	Fit-out movie & Marketing Center
	Discovery classroom				
Phase 3	Education Center	Education center	Education Center	Education Center	Education Center
	Archive Center	Archives	Archives	Archives	Archives

These options were then analyzed using a mini-VA. The five options were analyzed against a number of functions related to the likelihood of meeting schedules, expectations of different stakeholder, approvals, etc., as indicated in the following table:

Factor - Probability of:	Option 1	Option 2	Option 3	Option 4	Option 5
Meeting Schedule	Low	Yes	Low	Low	No
Getting DAB Approval	Moderate	Yes	Moderate	Moderate	No
Obtaining Funding	N/A	N/A	N/A	N/A	N/A
Achieving Partnership	N/A	N/A	N/A	N/A	N/A
Meeting Congressman's Expectations	(?)	No (?)	Yes	Yes (?)	Yes
Meeting RD/Supt Expectations	N/A	N/A	N/A	N/A	N/A
Getting a Phase 2	Low	High - Good for DAB. Complete NPS Piece	Low	Moderately High	Good/Cong. Bad/DAB. "Got what I want - no Phase 2"
Constructability	Difficult.				
Difficulty of queuing visitors to theater due to building configuration	Difficult to queue people to the theater		Difficult to queue people to theater. Good visitor transitions	Good visitor transitions	

Of these five (5) options, the panel determined that the building programs presented in Option 2 and Option 4 were the most likely to be successful. Options 2 and 4 were then developed in more detail as indicated in the following two tables:

Option 2 - Base Program		
Space	Programmed Space	Area in SF
1.11	Lobby	1200
1.12	Info Desk	120
1.13	Free Exhibits	200
1.14	Vestibule	140
1.15	Family Restroom	100
1.16	Rest Rooms	600
1.21	Office/Lost & Found	150
1.22	Office/Fee Counting	150
2.11	Interpretive Sales	700
2.21	Sales Office	100
2.22	Stock Room	200
3.11	Vending	36
4.11	Theater – 100 Seats	NA Phase II
4.21	Projection/AV Equip	100 Phase II

4.22	Storage	100 Phase II
5.11	Market SVC Desk	200 Phase II
5.12	Marketing Interpretive	700 Phase II
5.21	Office	150 Phase II
6.11	Permanent Exhibits Space	2000
6.12	Discovery Classroom	1280
6.21	Exhibit Storage/Equip	200
6.22	General Storage	100

Option 4 - Base Program		
Space	Programmed Space	Area in SF
1.11	Lobby	1200
1.12	Info Desk	120
1.13	Lobby Exhibits	200
1.14	Vestibule	140
1.15	Family Restroom	100
1.16	Rest Rooms	600
1.21	Office/Lost & Found	150
1.22	Office/Fee Counting	150
2.11	Interpretive Sales	700
2.21	Sales Office	100
2.22	Stock Room	200
3.11	Vending	36
5.11	Regional Exhibits Intro	200
5.12	Regional Exhibits Space	700
5.21	Storage	150
6.11	Permanent Exhibit Space	2000
6.21	Exhibits Equipment	200
6.22	Exhibits Storage	150 Phase II
9.21	Recycle Center	40
9.22	Receiving/Handling Room	100
9.23	Staff Break Room	100
9.24	General Building Storage	100

Initial Building Program Recommendation

The panel believed that Option 2 favored the needs of the National Park Service more than the expectations of Congressman Taylor in construction Phase 1, and that Option 4 would put more of the congressman's expectations in the first phase of construction. This was discussed with Superintendent Brown. The Superintendent felt that Option 4 not only put more of the congressman's expectations into the program, but that it was the best balance of both NPS and the congressman's needs. There was consensus that the probability of obtaining the needed funding for the project was greater in Option 4. Based on those observations, building program Option 4 was determined to be the preferred building program.

PHASE V – DEVELOPMENT (Confirm proposal feasibility, initial and life cycle costs)

Interpretive Program

The ability for the site and building to enhance the interpretive program was an important consideration during the Information and Development Phase. This was especially true of the adjacencies for interior and exterior interpretive media and programming. In Alternative B¹, the interior exhibit spaces are adjacent to an exterior interpretive plaza and program areas, allowing for a higher probability of successful integration of interior and exterior media messages.

The placement of the building to take advantage of view sheds and exterior environments was considered important for visitor experience goals and interpretive components. The view shed at Alternative B¹ provides an iconic vista of the Blue Ridge Mountains from the interpretive plaza entrance. Additionally, the site's adjacency to trailheads provides easier access to outdoor recreational opportunities and encourages exploration of the park. The site is located along a forested area, which allows close-up views and increases the potential for immersive interpretation of this natural environment.

Location, ease of access, and visibility of the site are all key to designing a successful visitor experience. The team commented on and suggested revisions for way-finding, the ability to access the site from interstate highways, and the year round visibility of the site and entry paths for visitors.

The alternatives were revised based on a number of criteria, including interpretive requirements. The revision to the internal and external circulation of the site was significant. The changes will enhance the visitor's ability to understand and navigate the site and increase the visibility of the building and building entry through the interpretive plaza. The highest scoring evaluation criteria (see attached matrix) were under "Visitor Experience" and related closely to the adjacencies of functions and the ability to deliver successful interpretive messages at the site. The development of the project program included in-depth discussions on the role of interpretive media. The quality of experience and the ability to interpret park themes had considerable influence on decisions about space allocations and project budget.

In the week of January 10, 2005, following this site/building program CBA, a workshop panel met at Parkway headquarters for the purpose of further evaluating how best to integrate the interpretive program with the preferred building program. The results of that workshop are included in the Addendum to this report.

Conceptual Development

Parsons developed and provided final graphics for the preferred site/building location. LAS developed three additional floor plans and detailed the preferred facility program. The following panels show the Preferred Alternative B¹ site plan, building configuration options, and facility program. Parkway Headquarters building is at the left in the Site Plan Diagram, staff parking is to the north of Headquarters. Visitor parking is centered in the sketch with bus and oversize vehicle parking the north. The new RDVC is depicted as three distinct "pods" (in white) about a common plaza area at the right of the drawing. The RDVC is situated generally on the east/west site axis established by the pedestrian bridge from visitor parking to the Headquarters building. Building Options A, B, and C are three alternative floor plans that were developed for further consideration.

Program Summary by Phase

	Phase I	Phase II	Phase III	Project Total
Exhibition Space	2,300	1,280		3,580
Regional Marketing Center	1,050			1,050
Immersive Theater	-	2,500		2,500
Educational Center	-		4,750	4,750
Base Visitors Center	Building Entrance Functions	2,660		2,660
	Museum Gift Shop	1,000		1,000
	Building Support Services	376		376
Other Required Spaces	2,585	1,890	2,375	6,850
Project Total	9,971	5,670	7,125	22,766

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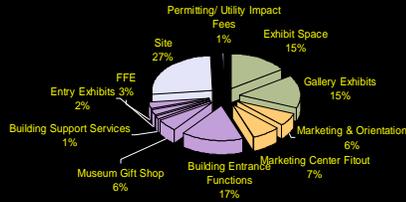
Budget Summary by Phase

	Phase I	Phase II	Phase III	Project Total
Exhibition Space & Exhibits	\$2,311,000	\$1,211,200	\$0	\$3,522,200
Regional Marketing Center & Fitout	\$1,025,750	\$0	\$0	\$1,025,750
Immersive Theater & Film Production	\$0	\$3,114,375	\$0	\$3,114,375
Educational Center	\$0	\$0	\$2,122,625	\$2,122,625
Base Visitors Center	\$2,161,760	\$0	\$0	\$2,161,760
Site	\$2,000,703	\$1,540,000	\$740,000	\$4,280,703
Contingency	\$395,000	\$310,000	\$155,000	\$860,000
Project Total	\$7,894,213	\$6,175,575	\$3,017,625	\$17,087,413

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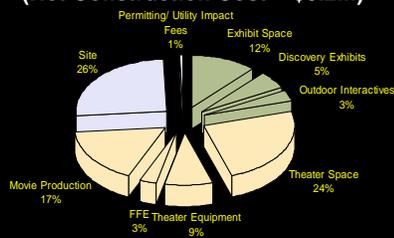
Construction Cost by Phase

Phase I Project
(Net Construction Cost = \$7.9m)

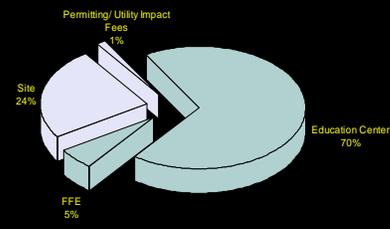


- Exhibit Space & Exhibits
- Education Center
- Regional Marketing Center & Fitout
- Base Visitor Center
- Immersive Theatre & Film Production
- Site Work and

Phase II Project
(Net Construction Cost = \$6.2m)



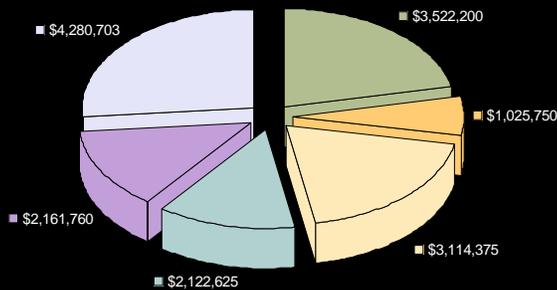
Phase III Project
(Net Construction Cost = \$3.1m)



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Net Construction Cost for All Phases

\$ Distribution
(Total Net Construction Cost = \$17.1m)



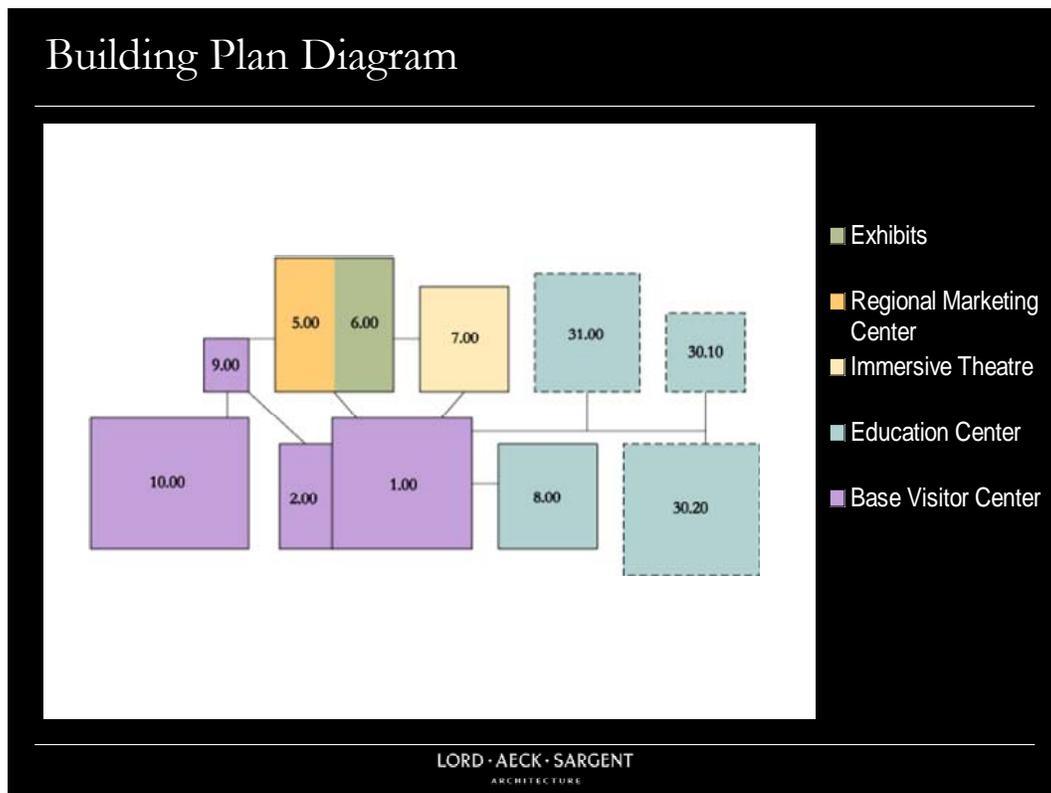
- Exhibit Space & Exhibits
- Regional Marketing Center & Fitout
- Immersive Theatre & Film Production
- Education Center
- Base Visitor Center
- Site Work and Parking

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The Program Revisited and Revised

Following the CBA session, Project Manager Lydia Creager met with DSC management to discuss the results of the CBA. The site selection and building placement components of the CBA were approved by management. However, management did not believe that the preferred Option 4 would pass the scrutiny of the Development Advisory Board when considering the current budget climate and the construction program needs of NPS. Also, managements understanding of the congressman’s needs differed from the understanding of the CBA panel. This point was apparently not clearly understood by the team prior to the CBA session. Management emphasized that the necessity of meeting all the congressman’s needs within the given program budget was mandatory.

Following these discussions, LAS was directed to revise the program. This revision is shown in the following Building Plan Diagram and revised program and budget summaries.



Program Summary by Phase

	Phase I	Phase II	Phase III	Total
Parkway Exhibit Space	1,200	0	0	1,200
Regional Information Center	1,100	0	0	1,100
Immersive Theater	1,350	0	0	1,350
Educational Center	1,250	0	3,500	4,750
Base Visitors Center	3,836	0	0	3,836
Building Entrance Functions =2,660				
Museum Gift Shop =800				
Building Support Services =340				
Food Services =36				
Other Required Spaces	3,058	0	1,750	4,808
Project Total	11,794	0	5,250	17,044

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Budget Summary by Phase (Net Construction Cost)

	Phase I	Phase II	Phase III	Total
Parkway Exhibits & Space	\$1,169,000	\$0	\$200,000	\$1,369,000
Regional Information Center	\$881,750	\$0	\$0	\$881,750
Immersive Theater	\$868,875	\$1,500,000	\$0	\$2,368,875
Educational Center	\$301,725	\$0	\$1,685,000	\$1,986,725
Base Visitors Center	\$2,277,260	\$0	\$0	\$2,277,260
Site	\$2,000,703	\$0	\$840,000	\$2,840,703
Total	\$7,499,313	\$1,500,000	\$2,725,000	\$11,724,313
Total Including 5% Design Contingency	\$7,874,279	\$1,575,000	\$2,861,250	\$12,310,529

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ARCHITECTURE

These revisions were refined still further into the attached “Building Program Comparisons (SF)” by DSC staff and delivered to DSC management prior to presentation of the program to the Director of the Southeast Regional Office on Thursday, December 16, 2004. Alternative A in this comparison actually represents a sixth building program option, and Alternative B in this comparison represents building program Option 4, as indicated in the table above.

PHASE VI – RECOMMENDATIONS - It is recommended that Site/Building Location Alternate B¹ and Building Program Alternative A be developed through Schematic Design as the Preferred Alternatives for this project and submitted to the Development Advisory Board for approval.

PHASE VII – IMPLEMENTATION (Considerations and options for implementation, next steps, what action by whom?)

VA/CBA COSTS - Summary of Improvements, Cost Savings and Study Costs

Project Improvements: Increased benefit or importance of advantage

Initial planning had included: a visitor center (approx. 11,000 SF); areas for library, cultural resources work, and archives (approx. 6,000 SF). Areas for library, cultural resources work, and archives were deleted from the program before funding was approved. The current building is 11,800 SF incorporated into a two-story building in order to take advantage of the site topography.

The preferred alternative will provide a regional destination visitor center located on the Blue Ridge Parkway, on Hemphill Knob, near the Parkway Headquarters Facility. The center will serve Buncombe County’s 200,000 plus residents and 920,000 residents of Western North Carolina as well as approximately 11 million visitors who enter the parkway in the Asheville and North Carolina area each year. The facility will serve as a parkway/regional information, orientation, and interpretive center. The preferred alternative, having the highest advantages and lowest cost of all alternatives considered, will provide the best cost/benefit advantage to the National Park Service.

Addendum

BLUE RIDGE PARKWAY REGIONAL DESTINATION VISITOR CENTER

Building Program Evaluation for Interpretive Exhibit and Program Usage and Interpretive Workshop

During the week of January 10, 2005, an interpretive exhibits workshop was held at Blue Ridge Parkway Headquarters in Asheville, North Carolina. This workshop followed the site selection and building program VA/CBA, which was held during the week of November 29, 2004. The purpose of this workshop was to evaluate how best to effectively integrate the preferred building program, visitor circulation, and space layout with the interpretive program for the new Regional Destination Visitor Center, so as to provide the optimal visitor experience.

Those familiar with the site and building program CBA will notice that the building plan sketches included in this addendum do not necessarily reflect the preferred alternative from the CBA. The sketches included herein were developed during the workshop as tools intended to stimulate ideas and to aid in the evaluation process. The preferences developed during this workshop, and the CBA, have since evolved into a further refined schematic

Interpretive Workshop Panel

Blue Ridge Parkway (BLRI)

Gary Johnson – Chief, Resource Protection and Professional Services
Patty Lockamy – Chief of Interpretation
Michele Maertens – Supervisory Park Ranger
Peter Givens – Park Ranger (Interpretation)

Harpers Ferry Center (HFC)

Lisa Royse – Staff Curator

Lord Aeck & Sargent (LAS)

Hank Houser – Project Manager

Van Sickle & Rolleri (VSR)

Andrea Rolleri – Principal Designer
Carol Bossert – Consultant

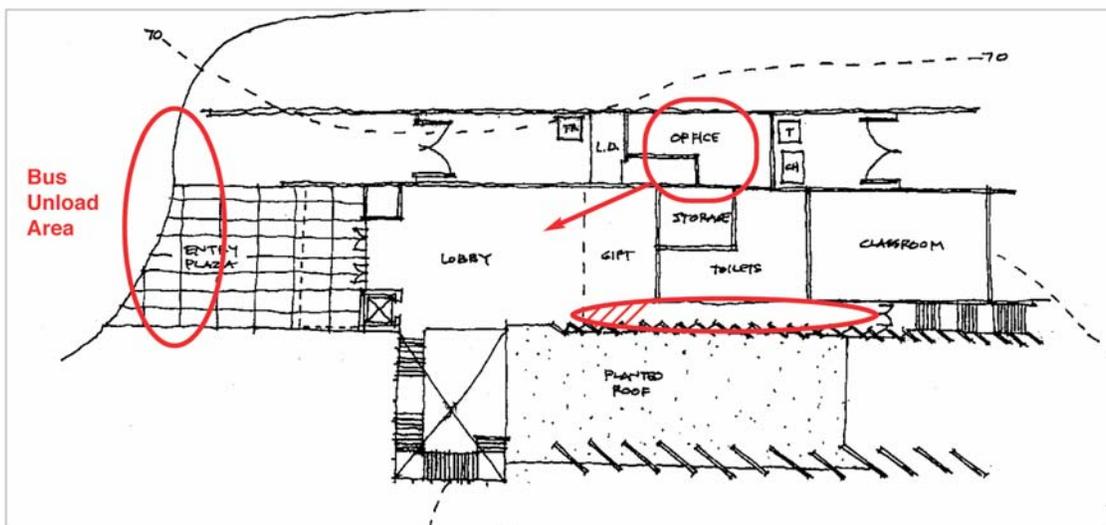
Operational Preferences

- An integrated design and visual look throughout the visitor center (stimulate, provoke, inspire)
- A logical circulation for the intended visitor experience
- NPS staff and the public should be in a unified space
- Effective use of space for internal staff, which facilitates delivery of interpretive services to visitor
- NPS office has strategic relationship to lobby and information desk. Facility staff requires visual contact into lobby space for security purposes

- Gift shop has strategic relationship to NPS information desk. Provides cash/wrap services for gift shop. Adjacency required
- NPS Lobby/Information Desk:
 - First point of contact
 - Adjacency to offices required
 - Includes sales cash register
- Marketing Center:
 - Should be somewhat self-guided
 - Requires a contact desk
 - Provides traditional paper brochures in rack. Brochure rack need not be prominently displayed
 - Should be considered an orientation to resource
- Classroom:
 - Adjacent to other interpretive spaces and/or toilets and/or outdoor spaces
 - School groups must pass by NPS Lobby/Information Desk for check-in
 - Circulation to classroom must stimulate student interest in facility

FLOOR PLANS – REVIEW AND COMMENT

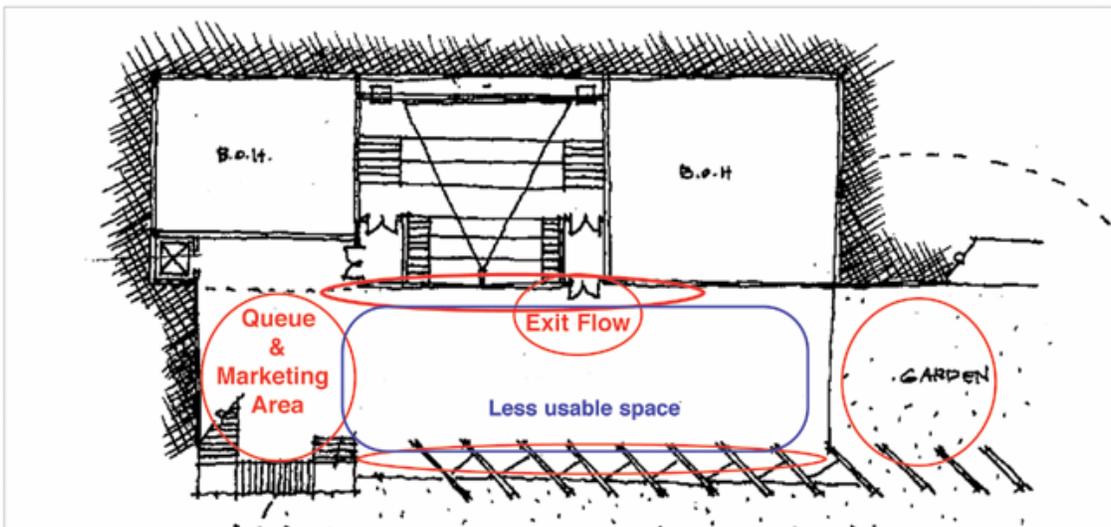
Plan A – Upper Level



- **Entry Plaza**
 - Consider extending (fanning out) plaza area to include the loading dock zone to allow two (2) buses to park and unload at the same time.
 - Covered entry is a good element. Although it was suggested that it might serve as the outdoor sheltered program space, the close proximity to the entry doors makes this less desirable for this purpose. It is preferred to have a separate area.
- **Lobby**
 - The NPS office needs to be closer to the lobby as it has a strategic relationship with the NPS information desk. It is also beneficial for NPS staff to be able to go from the office into the exhibit space, especially if staff is bringing interpretive support materials out, to interact with visitors.
 - NPS information desk should have access to exhibit space. It is preferred to have NPS and the visiting public on the same floor level, or within easy visual contact.

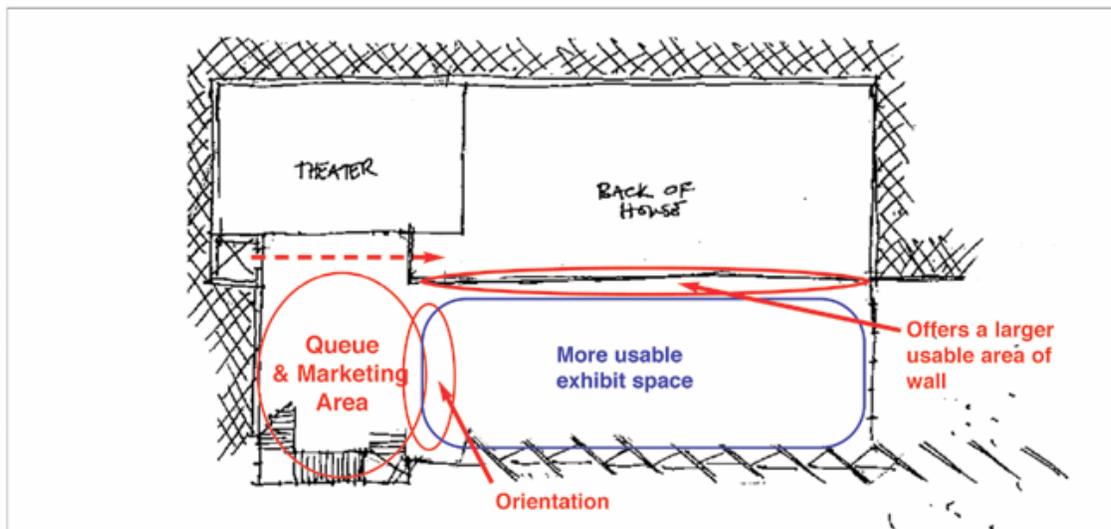
- The gift shop near the entrance and lobby is good, since the NPS information desk also has to serve as cash and wrap area for gift shop merchandise.
- **Overall Flow**
 - The flow sequence past the gift shop and toilets to access the classrooms was not preferred. It is good to have the toilets in close proximity to the classrooms because the flow sequence is generally from the bus-toilets-classroom. However the narrow corridor will cause schoolchildren to be “stacked up” with some along the gift shop. This will make it more difficult for teachers to maintain control.
 - Concern was addressed with this plan over the visitor spaces being located in the lower level and beyond direct contact with NPS staff.
 - With no primary exhibit on the upper level, the interpretive visitor experience is less effective in that this scheme does not use an interpretive strategy to aid circulation. There are few visual cues, unless the visitor looks into the stairwell. It would be important, in this scheme, to suspend something within the air space of the stairwell to draw visitor attention.
- **Elevator**
 - It was requested that the elevator be a suitable size to be able to accommodate rolling carts with supplies and some collections materials.
- **Toilets**
 - The team suggested it would be desirable to have extended or 24 hours access to the toilets.
- **Classroom**
 - It was considered a benefit if the classroom could be oriented so it takes advantage of windows or some view into the resource. It was considered to be of benefit if there was easier access from the classroom to the outdoor program space, trails or resource.
- **Green Roof**
 - The ability to use the roof top as an outdoor space was suggested. It would be planted with native plants. The team appreciated this additional space but felt it would mainly be used to interpret the LEED story and potentially xeriscapes. This does not directly support the interpretive and goals and storylines.

Alternate Plan A – Lower Level:



- **Overall Flow**
 - Concern was expressed over the loss of exhibit space due to the flow of visitors exiting the theater into the middle of the gallery.
 - Concern was expressed over the location of the mechanical/storage room, in that, eventually there is the movement of materials in and out of this space. That clear path makes some of the square footage of the exhibit gallery not usable.
 - The space at the base of the stairs is very positive if used for the marketing center. The draw to the theater would provide a guaranteed flow through the marketing space, and the marketing space would become the queue and pre-show activity. Visitors exiting the theater can go back through the marketing area to find out more. This area can serve as an orientation to both the theater and Blue Ridge Parkway exhibit.
- **Trombe Wall**
 - A view into the natural resource from the interpretive space is good. However, the trombe wall sets up a dominant architectural rhythm within this narrow space. It also obscures the view to the resource due to the set angle of the walls, framing a specific view shed.
 - The individual niches created by the trombe wall can be well utilized for individual displays, or personalized experiences. However in the context of the narrow space of this specific plan, they become a dominant element influencing the interpretation.
- **Garden or Outdoor Space**
 - The outdoor program space seems as if it is in the back of the building and not easy to access from the classrooms. In this location, visitors would exit the exhibit space at the rear of the building. Since this area is not visible from the NPS desk, it creates a lack of control with multiple points of egress.

Alternative Plan B – Lower Level



- **Overall Flow**
 - In this alternate space study the theater is moved further to the left, and is directly opposite the stairwell. The marketing center becomes the gathering area for the theater. In this plan, the stairwell becomes critical because it needs to draw visitors downstairs to the interpretive experiences.

- This location draws visitors through the marketing area, as they enter and exit the theater or access the Blue Ridge Parkway exhibit.
- Locating the access doors to the back-of-house space outside of the exhibit area creates a usable, continuous wall and an uninterrupted exhibit space.
- **Elevator**
 - Direct flow from the elevator to the back-of-house space is good for the movement of curatorial materials, supplies or equipment.
 - If the elevator doors and stairs entering a space are in opposite corners, the storyline within that space cannot be linear. This ensures that visitors using the elevator have the same experience as those on the stairs.
- **Trombe Wall**
 - The trombe wall is less dominant in this space plan because there is more usable space within the exhibit area. The alcoves can provide unique interpretive spaces to be programmed.

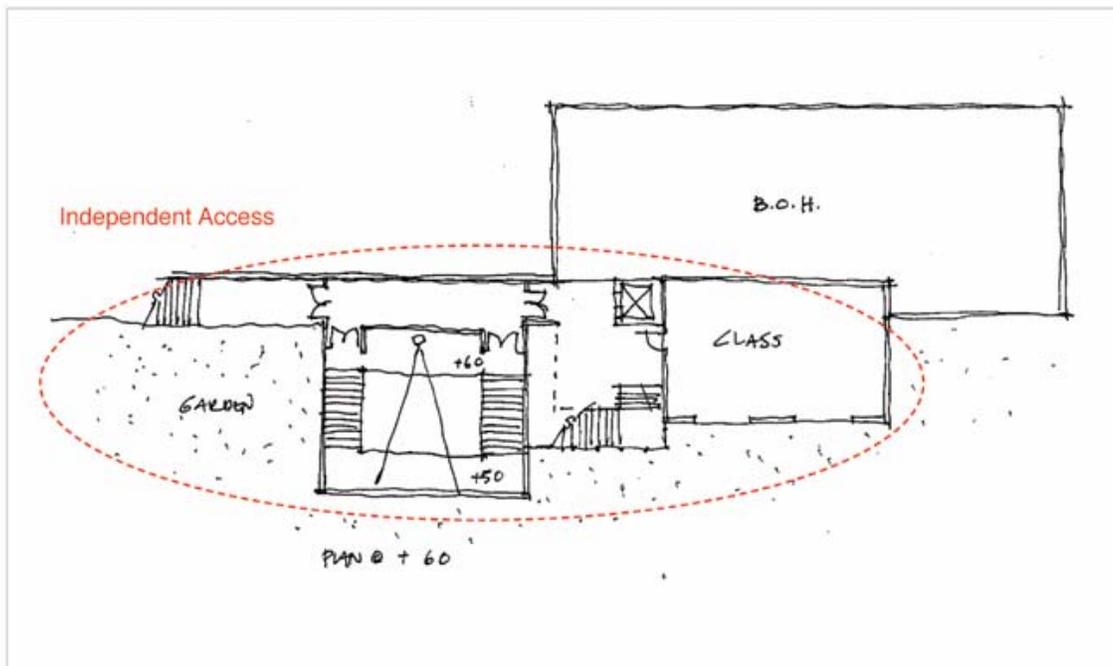
Alternate Plan C - Upper Level



- **Entry Plaza**
 - This entry plaza will enable two (2) buses to park and unload at the same time. It also offers a larger area, away from the entrance doors to organize school groups.
 - Access to the toilets without entering the building is good as it extends hours of usage. The plaza in his plan becomes the stacking zone for school groups using the toilets. This eliminates the stacking problem with alternate plans where circulation space is at a minimum. Consideration should be made to create more of a setback between the entrance doors and the toilets so the entry remains dominant. It is understood that this is conceptual.
- **Lobby**
 - This plan enables the NPS desk to have easy visual and physical access to exhibit spaces and gift shop.
 - It is important visitors make first contact at the NPS information desk. It is also important that there is no confusion between the NPS desk and the Marketing Center desk. Consider creating a separate office for the Marketing area which includes its information desk. This would also provide an alcove to display brochures in a less prominent area. The primary information delivery method in the Marketing Center is via touch-screen interactive stations.

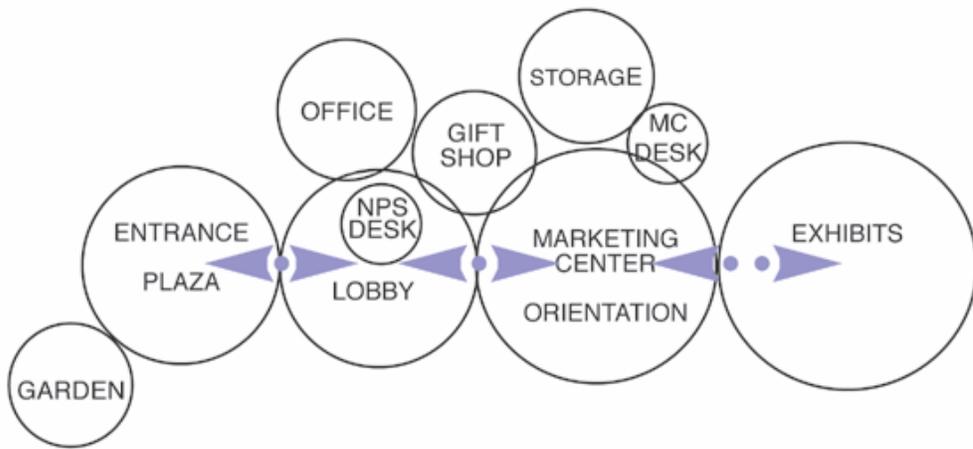
- **Overall Flow**
 - This plan maximizes visitor flow between the lobby, marketing center and exhibit spaces. The unified space aids circulation enabling visual cues and interpretive messages to draw the visitors throughout the facility.
 - The unified spaces enable the center to absorb people more freely in high use times.
 - This plan offers more effective use of space for the internal staff.
- **Gift Shop**
 - Consider switching the location of the gift shop with the office. This will place the NPS office in a more centralized location to the lobby and the exhibit spaces.
 - It is better if the gift shop is an open space. The wall shown in this plan prevents a clear view into the gift shop and may encourage shoplifting. Also, an open format enables the shop to be expanded during peak visitation periods.
- **Trombe Wall**
 - The trombe wall sets up a structural rhythm which can be programmed. In the context of this larger, deeper space it does not influence the exhibit but complements the exhibit.
- **Elevator**
 - In this plan the proximity of the elevator to the stairwell is good. The point of entry for all visitors is the same which enables the interpretive experience to be linear or sequential if desired.
- **Garden**
 - The garden is in a better location. In this location it can be used as the outdoor program space and interpretive garden. The close proximity to the entry plaza enables school groups to be dispersed easily to this outdoor space. It also offers visitors an additional resting and picnic zone.
 - A discovery cart program could be developed to maximize the use of this outdoor program space.

Alternate Plan C – Lower Level

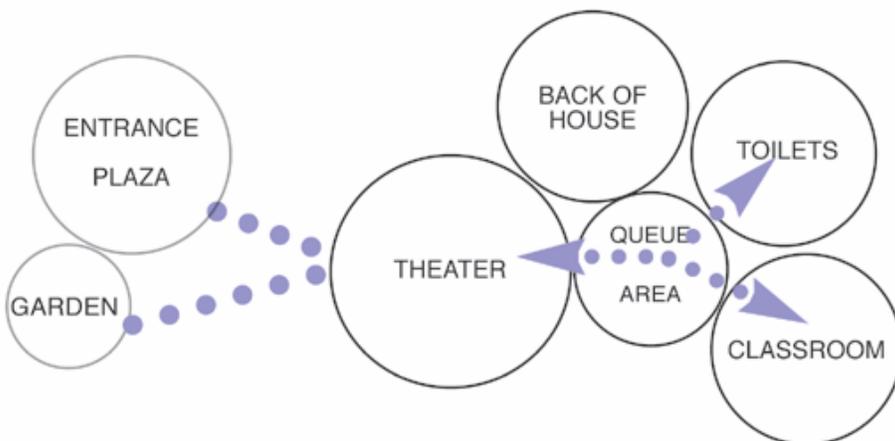


- **Overall Flow**
 - This plan offers a secondary benefit to the center in that the theater and classroom can be assessed independently for after hour- or special events. As interpretive programs are developed this could become an asset.
- **Lower Stairwell**
 - The area at the base of the stairs will serve as a gathering space for visitors going to the theater. During peak periods, this may present a challenge due to its small size. The current building program does not have an allowance for a dedicated queue area or lobby for the theater.
 - Interpretive material should be placed in this area as well as in the access corridor to the theater.

Spatial Relationships and Flow for the Upper Level

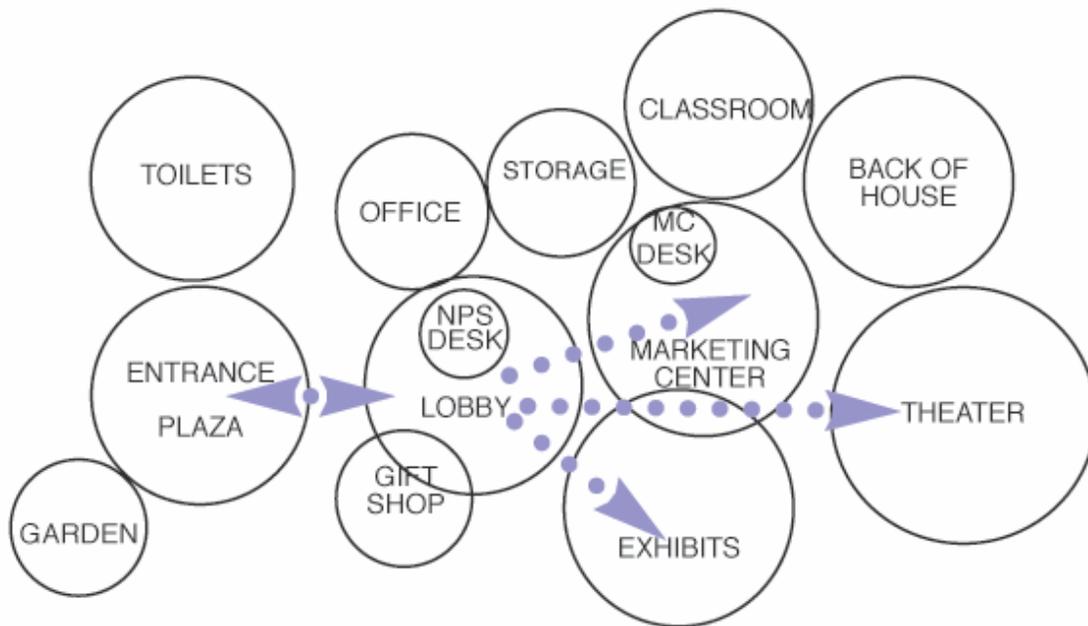


Spatial Relationships and Flow for the Lower Level



- After reviewing alternative building plans A, B and C the team prepared these bubble plans to summarize the preferred spatial relationships and flow within the context of the two-level building being reviewed. A seamless flow between the informational and interpretive experiences on the upper level was preferred. The classrooms were located on the lower level to specifically separate and manage student groups from the general public. The lower level was the preferred location for the theater because it has a greater entertainment draw over the interpretive exhibits which need visual contact to provoke interest.

Spatial Relationships and Flow - Alternate (D)



- After reviewing the alternative plans A, B and C, the interpretive team developed a hypothetical bubble plan (D) for the visitor center. This plan was developed primarily with visitor flow sequence in mind. The process explored what the arrangement of space could be if the visitor center was on a single level.
- The following potential were identified:
 - The theater is the visitor-perceived, primary attraction to the center providing an emotive experience; as a “black box” it does not visually draw the visitor in but by virtue of the expectation of the experience will aid flow by being a high-priority visitor destination within the center.
 - The lobby becomes a hub enabling visitors to choose their personal visitor experience sequence.
 - The exhibits are clearly visible from the lobby and within easy access to NPS staff.
 - The overall orientation to the resource occurs where the marketing center and the exhibit space overlap and providing an introduction for the exhibits, marketing center and theater.
 - A strategic relationship exists between the theater and the exhibits/marketing center spaces. During peak visitation the theater audience flow is managed by the other public spaces, absorbing the pre-show and post-show audiences.

VISITOR CENTER VISION

- Create an interactive, entertaining and engaging Visitors' Center that orients visitors to the rich and diverse offerings available along the Blue Ridge Parkway and surrounding areas.

VISITOR CENTER GOALS

- Increase awareness among visitors of the region's distinctive cultural and natural diversity.
- Further an understanding of the National Park Service's role in protecting and enhancing the region.
- Motivate visitors to learn more about the region's cultural and natural richness by taking advantage of other regional tourist offerings.

VISITOR CENTER ORGANIZING STATEMENT

- The Blue Ridge Parkway reflects a cross roads of cultural and natural richness that support the Individual's need for recreation and renewal, strengthens the region's economy and enhances our national heritage.

WORKING TITLE

- The Blue Ridge Parkway: A National Cross Roads

THEMES

- Distinctive natural diversity
- Rich cultural communities
- Technological innovations and human vision

VISITOR CENTER AREAS

• Lobby

The entry lobby provides visitors with direct interaction with NPS staff, information about the Blue Ridge Parkway and amenities. The lobby also includes a gift shop. Specific items include:

- Central information desk
 - Large Parkway map
 - Information board that highlights special events and road conditions
 - Orientation graphics (to the parkway)
 - Gift shop
- ### **• Marketing Center**

The marketing center serves as an orientation to regional tourist information and places the Blue Ridge Parkway into the region's cultural and natural context. The Marketing Center includes a computer kiosk in which visitors may make arrangements for regional tours, accommodations and other needs. The marketing center includes:

- Orientation exhibits (to the region)
- Interactive travel planning kiosk
- Information desk

• Exhibit Hall

Interactive and engaging exhibits provide a variety of opportunities for visitors of all ages to learn about the Blue Ridge Parkway. The exhibits are developed around the organizing statement described above. Specific zones within the exhibit hall include:

- Zone # 1 – Before the Parkway: The Blue Ridge reflects a distinctive concentration of natural diversity and a rich cultural heritage.
- Zone #2 – Building the Parkway: The Blue Ridge Parkway represents an audacious undertaking that combined innovative technology and human vision.
- Zone #3 – Opening the Parkway: The Blue Ridge Parkway opened the region to tourism and brought economic opportunities.

- Zone #4 – Parkway Legacy: The Blue Ridge Parkway serves to protect the natural landscape and connects cultural communities.

- **Theater**

The seventy-seat theater provides an evocative and memorable audio-visual experience that tells the story of the Blue Ridge Parkway. It illustrates why this landscape is truly at the cross roads of our cultural and natural heritage. Stunning visual imagery of the region in all its seasons presents the many moods, faces and grandeurs; a familiar narrator tells us its compelling story. Full-range audio, an original music score and special effects such as directionally focused, distributed sound effects make this presentation an emotional experience, well beyond what may be expected of a traditional orientation film.

- The theater includes:
 - A 12-minute high definition production of original material (digital cinema)
 - Seating for (70)
 - A “5.1” surround sound system

BLUE RIDGE PARKWAY
REGIONAL DESTINATION VISITOR CENTER
BLRI-081354
Choosing By Advantages
November 30 - December 3, 2004

Factors / Variables	Site Alternatives							
	Alternative A'	Value	Alternative B'	Value	Alternative C'	Value	Alternative D'	Value

I. Protect Public & Employee Health, Safety & Welfare								
Variables	Attributes		Attributes		Attributes		Attributes	
A. Vehicular/pedestrian conflicts	Isles and walks to VC		Isles and walks to VC		Terrain has an effect on security, bus parking conflicts, pedestrians cross parking bays.		Potential parking deck security, bus parking conflicts, pedestrians cross parking bays.	
Advantages	Best	65	Better	60	Slightly better	50	0	0

II. Protect Natural & Cultural Resources								
Variables	Attributes		Attributes		Attributes		Attributes	
A. What is the extent of site disturbance with this alternative? Traffic impacts: Parking lot footprint?	New development remains within existing disturbed footprint		Similar size to A but facility creates new disturbance		Parking creates some new disturbance. XX sq. ft. greater than B.		Parking creates some new disturbance. XX sq.ft. greater than C.	
	Area for forest land disturbed = XX ac.		Area of forest land disturbed = 1.3 ac..		Area of forest land disturbed = 1.2 ac. (considering C prime)		Area of forest land disturbed = 2.5 ac. (counting random specimen trees)	
	Opportunity to use bioswales. Overflow uses existing employee parking.		Design will retain stormwater run-off. Overflow uses existing employee parking.		Design will retain stormwater run-off.		Less opportunity to retain stormwater run-off.	
	New turn lane impacts		New turn lane impacts					
	New turn lane impacts		New turn lane impacts		Fewer specimen trees removed than D		More specimen trees could be lost	
Advantages	Best	40	Better	35	Slightly Better	20	0	0
B. What opportunities for site protection/restoration/mitigation are offered by this alternative? Protection of Mountain to Sea Trail?	Improves aesthetic appearance of site, replacing undeveloped, regraded, seeded area with paving and landscape.		Improves aesthetic appearance of site, replacing undeveloped, regraded, seeded area with paving and landscape.		Site aesthetics negatively affected - replacing forested/park-like area with increased parking		Site aesthetics negatively affected - replacing forested/park-like area with increased parking	
Advantages	Better	20	Better	20	Slightly better	10	0	0

Factors / Variables	Site Alternatives							
	Alternative A'	Value	Alternative B'	Value	Alternative C'	Value	Alternative D'	Value

III. Provide for Visitor Enjoyment Through Improved Educational & Recreational Opportunities

Variables	Attributes		Attributes		Attributes		Attributes	
A. What opportunities for enjoyable views from site/building are offered by this alternative? What visual impact will this alternative have on the parkway and other parkway facilities?	Scenic views to the mountains, "classic" scenic views of BLRI		Opportunity for views into the trees (treehouse feel) and classic BLRI views		Limited views from site, some forested views to east		Limited views from site, some forested views to east	
	Strong visual and spatial relation to headquarters building while still maintaining RDVC's identity				Strong visual and spatial relation to existing FAC and VA building		Strong visual and spatial relation to existing FAC and VA building	
							Parking deck.	
	Adds a new strong element to view from parkway; Clearly visible from parkway in winter;		Adds a new strong element to view from parkway; Clearly visible from parkway in winter and possibly other times of year; Building is close to the parkway		Little change from current condition; some tree cover between building and parkway		Adds a new strong element to view from parkway; Building closest to the parkway; no tree cover between building and parkway	
	Building design offers better connection to outdoor views		Building design offers better connection to outdoor views		Building design offers less connection to outdoor views		Building design offers less connection to outdoor views	
	Building distance to parkway = 470 feet		Building distance to parkway = 220 feet		Building distance to parkway = 240 feet		Building distance to parkway = 160 feet	
Advantages	Better	75	Best	100	Slightly Better	20	-----	0
B. What outdoor educational opportunities are offered by this alternative? What opportunities to create or enhance outdoor recreation opportunities are offered by this alternative (trails, picnic, etc)?	Interpretive trails are in a more natural setting		Interpretive trails are in a more natural setting		Interpretive trail remains close to the parking area		Interpretive trail remains close to the parking area	
	More hiking trails accessed from and created on site - access to Mtn to Sea Trail plus trails to higher adjacent points		More hiking trails accessed from and created on site - immediately adjacent to tree house feel, access to Mtn to Sea Trail plus trails to higher adjacent points		Offers access trail to Mtn to Sea Trail		Offers access to Mtn to Sea Trail only	
					Existing FAC offers interpr/educational opportunities		Existing FAC offers interpr/educational opportunities	
	Natural historic interpretation opportunities		Natural historic interp. Opp.					
Advantages	Better	65	Best	75	-----	0	-----	0
C. Does the site layout facilitate visitor flow - entry sequence, visitor drop-off, handicapped/elderly accessibility, etc?	Drop off is in close proximity to parking area		Drop off is in close proximity to parking area		Drop off is separated from parking		Drop off is separated from parking	
	Arrival sequence places parking before building		Arrival sequence places building before parking		Arrival sequence places building before parking		Arrival sequence places building before parking	
	All parking is accessible for elderly and handicapped		All parking is accessible for elderly and handicapped		Lower level of parking is less accessible for elderly and handicapped		Lower level of parking is less accessible for elderly and handicapped	
	Service drive and access is well separated from visitor function		Service drive and access is well separated from visitor function		Service drive and access is well separated from visitor function. Can be accessed but not from parkway.		Service drive and access will likely conflict with visitor functions	

Factors / Variables	Site Alternatives							
	Alternative A ¹	Value	Alternative B ¹	Value	Alternative C ¹	Value	Alternative D ¹	Value
	Parking-to-building is direct.		Parking-to-building is direct.		Parking-to-building is indirect.		Site entry to parking is indirect and less straight forward.	
Advantages	Best	95	Best	95	Slightly Better	30	—————	0
D. Ease of and opportunity to identify site to the public	Intercept at three highways, access more direct, directly on parkway		Intercept at three highways, access more direct, directly on parkway		Intercept at two highways, Tunnel Rd. or on parkway, access thru commercial area.		Intercept at two highways, Tunnel Rd. or on parkway, access thru commercial area.	
Advantages	Better	40	Best	50	—————	0	—————	0

Factors / Variables	Site Alternatives							
	Alternative A ¹	Value	Alternative B ¹	Value	Alternative C ¹	Value	Alternative D ¹	Value

IV. Improve Operational Efficiency, Reliability & Sustainability

Variables	Attributes		Attributes		Attributes		Attributes	
A. What site maintenance difficulties might be presented by this alternative (snow removal, road maintenance, lawn care, etc.)?					Larger surface area to be maintained than A or B		Larger surface area to be maintained than A or B	
					Potentially more snow removal for access to site		Potentially more snow removal for access to site	
Advantages	Better	40	Better	40	Slightly Better	20	—————	0
B. How difficult or easy is service access to the facility with this alternative?	Easy access - accommodates tractor trailer		Easy access for smaller service vehicles, may need to be gated, more difficult tractor trailer access		Very good access, accommodates a tractor trailer		Poor access, service access is at different level	
Advantages	Better	20	Slightly Better	15	Best	30	—————	0
C. What sustainable opportunities are presented by the building (examples: elevator energy load increases, reduced lighting loads through better natural lighting opportunities, natural landform screening, alternate energy sources, etc.)	Adjacent ravine with additional predictable winds for building ventilation enhancement							
			May have an elevator if sunken service area. Two story scheme creates greater energy demand		Building has no elevator. It is required for ADA. Would increase energy load		Two-story design requires elevator, which would increase energy load.	
			Backs up to slope on north side of building		Least amount of combined building area - lowest overall energy load			
			Less opportunity for solar access		Good Some opportunity for solar access		Good Some opportunity for solar access	
					Reuses an existing building.			
Advantages	Best	30	Better	20	Slightly Better	10	—————	0
D. What is the capacity for future expansion of the building? Parking?	Some opportunity for future parking expansion (would require excavation and removing trees)		Building could be expanded, use employee parking for overflow		Some opportunity for future parking expansion (would require excavation and removing trees).			
	Limited building expansion to north or south		Building could be expanded, use employee parking for overflow.		Building could be expanded somewhat, no overflow parking.			
Advantages	Slightly Better	10	Best	40	Better	20	—————	0
E. What is the opportunity for staffing efficiencies and partnerships?	Offers opportunity for NPS staff access and movement from HQ to RDVC		Offers opportunity for NPS staff access and movement from HQ to RDVC		Offers opportunity for FAC staff access and movement from FAC to RDVC		Offers opportunity for FAC staff access and movement from FAC to RDVC	
Advantages	—————	0	—————	0	Best	10	—————	0

V. Provide Other Advantages to the National Park System

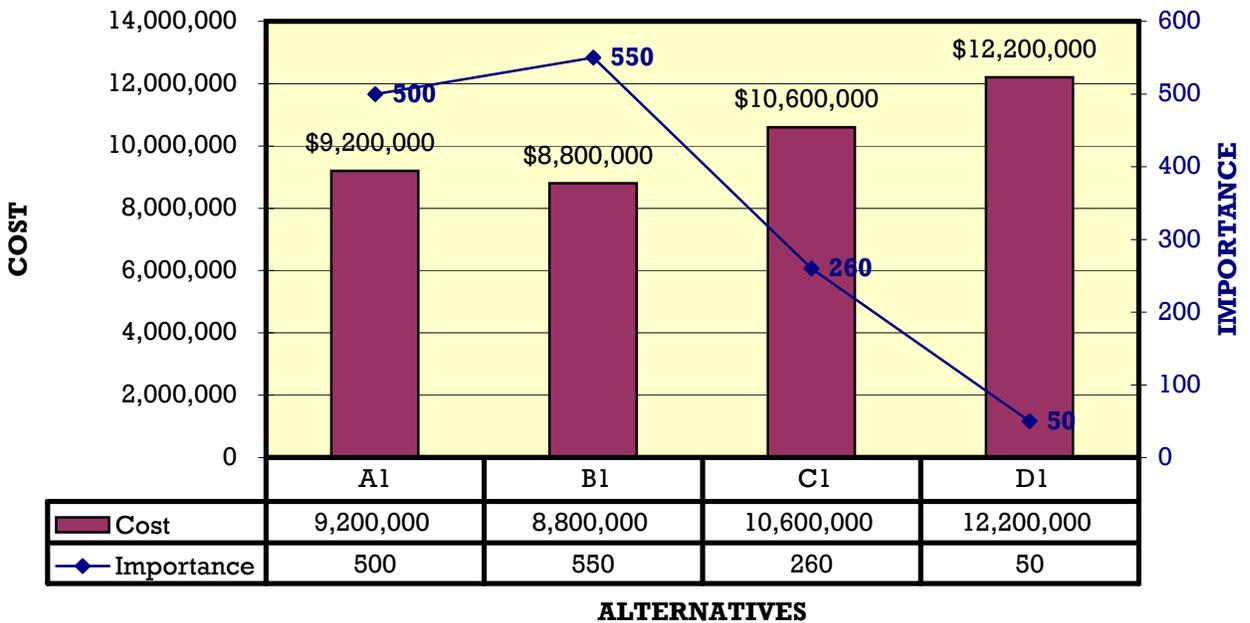
Variables	Attributes		Attributes		Attributes		Attributes	
A. What is the potential impact, negative or positive, of this alternative on Folk Arts Center operations (including competition from other site or closure during construction)? Future FAC options?	RDVC activity associated with Hemphill Knob		RDVC activity associated with Hemphill Knob		RDVC activity associated with Folk Arts Center		RDVC activity associated with Folk Arts Center	
					Disrupts the building and parking function of the FAC during construction period		Disrupts the parking function of the FAC during construction period, but less than C	

Factors / Variables	Site Alternatives							
	Alternative A ¹	Value	Alternative B ¹	Value	Alternative C ¹	Value	Alternative D ¹	Value
					NPS expansion could conflict with FAC master plan		NPS expansion could conflict with FAC master plan	
Advantages	————	0	————	0	Better	40	Best	50
Total Importance		500		550		260		50
Total Capital Cost	\$9,200,000		\$8,800,000		\$10,600,000		\$12,200,000	
Total Life Cycle Cost								
Importance to Cost		54.3		62.5		24.5		4.1

BLUE RIDGE PARKWAY REGIONAL DESTINATION VISITOR CENTER

No.	ALTERNATIVE	INITIAL COST	IMPORTANCE	BENEFIT TO COST			
1	Alternative A ¹	9,200,000	500	54.3			
2	Alternative B ¹	8,800,000	550	62.5			
3	Alternative C ¹	10,600,000	260	24.5			
4	Alternative D ¹	12,200,000	50	4.1			

BENEFIT/COST COMPARISON



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