



Minutes
Executive Committee Meeting
Fort Worden Public Development Authority (FWPDA)
Seminar Building 297, Fort Worden
November 20, 2018 | 9 a.m. to 11 a.m.

Actions:

- ❖ Approve September 18, 2018 Executive Committee Minutes: **Unanimously Approved**
- ❖ Approve October 16, 2018 Executive Committee Minutes: **Unanimously Approved**

Regular Executive Committee Meeting:

I. Call to Order: 9:03 a.m.

II. Roll Call

Committee Members: Gee Heckscher, Norm Tonina, Jeff Jackson (by phone), Jane Kilburn

Immediate Past President: Cindy Finnie (by phone)

Staff: Dave Robison, Rufina Garay, Diane Moody, Karolina Anderson

Public: David Goldman, Renee Klein, Todd Hutton (PDA Board member)

III. Review of Draft November 28, 2018 Board Meeting Agenda

Staff and the Committee reviewed the board meeting agenda and made the following additions:

- Resolution approving annual State Parks audit of FWPDA
- Next Meetings: Joint board meeting with Fort Worden Foundation on December 19
- Next Meetings: Holiday Party on December 19
- Moving Branding presentation after first Public Comment agenda item

IV. Review and Approval of:

- September 18, 2018 Executive Committee Minutes
Unanimously Approved
- October 16, 2018 Executive Committee Minutes
Unanimously Approved

V. Cash Flow Projection Report

Moody reviewed the cash flow projections report and the committee discussed the report. Moody indicated the PDA will likely finish the year in the red for the first time, mainly due to taking on maintenance of the property.

VI. Branding Workgroup Report

Renee Klein, Jane Kilburn and Todd Hutton presented the branding workgroup report (see PowerPoint presentation). Klein noted that branding should address needs of diverse users. Todd Hutton reviewed preliminary staff input and the previous marketing study that focused on group sales. Hutton explained the branding workgroup process and reviewed various iterations of the branding statement. Hutton reviewed feedback from partners, staff and the community and showed how feedback was incorporated into the branding statement. Committee and staff discussed the challenge of capturing the poetry, mythology and specialness of Fort Worden and Port Townsend.

Hutton asked the Executive Committee to please review the most recent of the branding statement (version 5) using the questions on the final slide.

Norm Tonina stated that he is impressed at the amount of thought and time that the branding workgroup has invested in this process. Tonina noted that the current branding statement does not capture the less tangible quality of how people are transformed by what happens here, and the challenge of articulating the lifelong connections and deep emotional bonds that bring people back repeatedly. Robison stated that the branding work group really struggled with whether to find a way to capture the transformational quality of Fort Worden because not everyone comes here to be transformed (i.e. leisure guests) and noted that some partners suggested under promising since transformation is really the purview of partners more than the FWPPDA. Jane Kilburn stated that the FWPPDA creates the environment for the “magic” to happen and the partners make it happen. Rufina Garay spoke to keeping the branding statement brief and then thinking about ways to illustrate the transformational nature of Fort Worden in other ways. Moody suggested using photographs and pictorial elements to illustrate the transformational quality of Fort Worden. Kilburn noted that the branding statement is a foundational statement and Heckscher stated that a branding statement is intended to encourage people to dig in deeper and find out more, suggesting that testimonials could bring out deeper aspects. Robison suggested using stories, photos, and testimonials to flesh out and tell the rest of the story.

Staff, members of the work group and committee members discussed the proposed branding statement and the connection between Port Townsend and Fort Worden. Klein cited an example of a town (Santorini) in Greece that promises the most memorable sunset you’ve ever seen and stated that she went there and it really is the most memorable sunset. Klein asked “what can Fort Worden promise that it’s sure to deliver?”

Norm Tonina stated that it’s important that the branding statement is not about the FWPPDA but the totality of the experience at Fort Worden. Jeff Jackson stated that his inclination is to go beyond what the FWPPDA and the physical property provides – noting that it’s important that the branding statement appeals to people who may be interested in partner programming since our website is heavily trafficked. Staff and the Committee discussed the use of “charming” as a

descriptor for Port Townsend and whether there is a more powerful and evocative word that could be used.

Dave Robison read the Banff mission and vision statement:

Mission

Banff Centre exists to inspire artists and leaders to make their unique contribution to society. We aspire to be the global leader in arts, culture, and creativity.

Vision

Human potential is realized at Banff Centre. As a unique creative and learning experience, we curate innovative programs that develop artists and leaders, inspiring them to conceive and create powerful works and ideas that are shared with the world.

Banff Centre is a catalyst for knowledge and creativity through the power of our unique environment and facilities in the Canadian Rocky Mountains, our rich learning opportunities, cross-disciplinary and cross-sectoral interactions, outreach activities, and performances for the public.

Key words that staff and the committee noted as powerful were “inspire, convene, curate.” Jane Kilburn noted that the branding statement serves as a foundational statement and can be a north star for the marketing team. Staff and the Committee identified and discussed synonyms to charming including: enchanting and delightful. Klein stated that the branding statement can be adapted for different uses or published as is. Committee, branding workgroup members and staff discussed the use of quirky vs. charming. Garay stated that word choice would likely impact the image choices made by the marketing team (i.e. quirky – Kinetic Sculpture Race vs. charming – Wooden Boat Festival or images of downtown). Committee and staff discussed the possible use of picturesque instead of charming.

Board and staff discussed cascading statements – starting broadly and getting increasingly specific. Todd Hutton suggested looking at how organizations promoting Port Townsend describes the town (i.e. American Cruiseline).

The Executive Committee and staff discussed comparable statements and descriptions.

VII. Makers Square Update

Robison stated that the Makers Square project continues to move forward and that some final decisions need to be made in December and January. Robison stated that he has received comments from the City of Port Townsend building official requiring two full ADA bathrooms in each building 308 and 324. Committee and staff discussed code interpretations. Robison stated that these bathrooms may or may not be useful to future tenants.

Heckscher discussed the Makers Square timeline and noted a change - the 100% construction drawing completion date has been moved from the middle to the end of November. Staff and the Committee discussed the cost estimate and phasing. Staff and the Committee discussed calling a special Executive Committee meeting and Board Meeting in order to go out to bid in January. Robison stated that overall, Makers Square is still on schedule.

Staff and Committee discussed the incoming Facilities & Capital Improvements Director. Robison commended Gee Heckscher for his high level of commitment and scrutiny of the project. Heckscher noted that David Opp-Beckman has been helping with code input and stated that he is smart, thoughtful and diplomatic. Kilburn thanked Heckscher for his work and asked whether Opp-Beckman can be present for the Makers Square deep dive. Robison stated the full Makers Square presentation will be made to the board in December or January and that the board will approve the final bid document.

VIII. Board & Staff Discussion

- **2019 Budget Process**

Staff and the committee discussed the 2019 budget process and how to support recently hired Directors to have input into and ownership of their budgets. Staff and the committee discussed options to ensure that new directors have input into the budget process including:

1. Presenting a three month 2019 Operating Budget to the board in December and presenting the final 2019 Operating Budget at the March board meeting
2. Presenting the 2019 Operating Budget to the Board at the December meeting and then revising in March if Directors request changes.

The Committee encouraged staff to present the 2019 Operating Budget to the Board at the December meeting and then revising in March, if necessary.

- **Glamping Financing Options**

Robison reported that the SEPA review process is underway and that the glamping project is proceeding well. Committee and staff discussed the RV sites. Moody reviewed financing strategies & options. Norm Tonina requested a master schedule for the glamping project as well as a prospectus to share with possible investors.

- **Opportunity Zones**

Robison stated that he is in conversation with Brian Kuh of the EDC regarding opportunity zones.

- **Annual Board Member Gifts**

Norm Tonina stated that he will be asking board members for annual gifts at the next board meeting. Todd Hutton requested pledge form revisions including adding dates for each category. Hutton suggested including qualified distributions from IRA's and stock gifts and Moody stated that the Fort Worden Foundation is currently able to accept stock.

- **Board Nomination**

Robison reported that the City Council approved the Board Nominating Committee Recommendations and granted new two-year terms to Cindy Finnie, Herb Cook and Todd Hutton. Robison stated that Terry Umbreit has now joined the board as a new board member.

- **Corporate Sponsorship Program**

Staff discussed developing a corporate sponsorship program in 2019.

IX. Public Comment

Regarding the branding statement, David Goldman stated that it's important for the reader to find something that "speaks" to them when they read it. Goldman reiterated that the branding statement is primarily intended to be an internal statement and wondered whether "charming Port Townsend" serves the internal process? Goldman noted the importance of telling the story of what people are being invited into, referencing the Big Box Store ordinance which kept box stores out of Port Townsend. Goldman noted that people don't come to Port Townsend to "be where they came from." Goldman also suggested that committing to transformation is not advisable.

In regards to Makers Square, Goldman asked about building code definitions and staff and board discussed classifications and ways to interpret the codes (i.e. a campus approach).

X. Adjourned: 11:35 a.m.