1. Review of DRAFT November Board Meeting Agenda

2. Review and approval of Executive Committee Minutes

3. 2018 Draft Board Schedule


5. Budget Process

6. Leadership Retreat Outcomes
   - Strategic Plan Outline

7. Council Action on Board Nominating Committee Recommendation

8. Board and Staff Discussion
AGENDA
Board of Directors Meeting
Fort Worden Public Development Authority
Wednesday, November 29, 2017 | 9 a.m. – 12 p.m.
Commons B, Fort Worden

Regular Board Meeting:

I. Call to Order

II. Roll Call & Staff Introductions
   ❖ Travis Martin, Night Security & Maintenance Tech
   ❖ Ray David, Maintenance Lead

III. Fort Worden Partners Report & Presentation by Goddard College or Peninsula College (to be confirmed)

IV. Changes to the Agenda

V. Correspondence
   ❖ Letter re: Wi-Fi Improvements
   ❖ Executive Committee Minutes September 19th, 2017

VI. Consent Agenda
   A. Review and approval of Board Meeting Minutes, September 27th, 2017
   B. Board Member Nomination Process

VII. Review and Discussion of September and October Financials
   A. Staff Report
   B. Board Discussion

VIII. Partner Proposal – Gray Wolf
   A. Staff Report
   B. Board Discussion
   Action: Motion to approve the Executive Director to enter into a partnership and lease agreement with Gray Wolf Ranch.

IX. Staff Report
   A. Washington State Park Proposal
   B. Leadership Retreat
   C. Strategic Plan Update
   D. 2018 Budget Process
   E. KPTZ
   F. Washington State Capital Budget status

X. Public Comment

XI. Board Reports/Discussion
XII. Next Meetings
   ❖ Executive Committee Meeting, December 12, 2017
   ❖ Holiday Reception Honoring Rodger Schmitt, December 12, 2017
   ❖ Nora Porter Plaque Dedication December 18, 2017
   ❖ PDA Staff and Board End of Season Gathering, December 18, 2017
   ❖ PDA Board Meeting, December 20, 2017

XIII. Adjourn
I. Call to Order: 9:01 a.m.

II. Roll Call
Board Members: Cindy Finnie (call in), Jeff Jackson, Gee Heckscher, Jane Kilburn, Norm Tonina;
Staff: Dave Robison, Diane Moody, Karolina Anderson;
Public: David Goldman

III. Review of Draft July Board Meeting Agenda
The committee reviewed the July board meeting agenda and discussed the following points:

- Resolution for Bank Accounts and Signers and segregation of duties
- Human Resources Contract: extending the contract in $10,000 increments
- Changing Executive Committee Meeting to August 22nd, from August 15th
- Adding a resolution to give the Executive Committee authority to approve the credit line
- Adding an update on Makers Square re: status of Historic Tax Credits review by National Park Service

IV. New Initiatives
Tonina discussed the three-year planning process from a systems perspective. Moody noted that aggregate revenues have more than doubled since the Fort Worden PDA was established. The committee discussed demand, gathering more data/surveys, strategies for increasing group business, diversifying revenue streams, connecting to under-served customers and extending into new markets. Robison reiterated the importance of framing results from a mission perspective and building national recognition and reputation. The committee also discussed focusing on customer satisfaction, further improving organizational climate, increasing employee engagement, identifying our customers and how to best appeal to each group as well as our local community. Other areas of focus include: bringing onboard more partners and quality assurance strategies for food outlets. Members also discussed ensuring that new initiatives take economic realities into consideration.

V. Cash Flow Projection Report
Moody reported on past due accounts receivables from one tenant partner. Robison reported that the FWPDA charges interest on past due accounts. Moody reported that a $150,000 payment has been made on the FWPDA credit line. The committee discussed a resolution for a new credit line and directed staff to add it as an agenda item to the next board meeting. Moody reported that June will come in ahead of budget, but that food and beverage will be behind budget (noting that the budget gap is diminishing). Robison reported that leisure bookings are 8% ahead of 2017 goal, partner bookings are 14.25% ahead of 2017 goal, that third party bookings (i.e. Booking.com) increased $95,000 for the year but that group bookings are down $100,000 from anticipated 2017 budget. Robison stated that this market segment should gain ground in the next couple of years with a sales and marketing director.

VI. Staffing Update
The committee discussed staffing transitions and training. Moody reported that a new assistant bookkeeper has been hired, and that a new position has been created to assist with accounts receivable billing in sales. Robison reported that advertising and recruitment continues for a Sales and Marketing Director.
VII. Minutes and Audio Transcripts of Board Meetings
The Committee discussed meeting minutes and determined that staff would continue to manually record minutes of the meetings and post them to the website including associated Power Point Presentations.

VIII. Feasibility Studies
Robison discussed progress on the following feasibility studies: glamping, NCO Row renovations and building 203. The committee discussed market research, an operating plan and pro forma. There was also a discussion about targeting group business and creating a parallel marketing plan. Jackson suggested sharing an overview of the feasibility process and ROI with the Board of Directors at the board meeting next week.

IX. HR Contract
Robison stated that Carolyn Pedersen has been working for the fort as an HR consultant developing standard operating procedures/job descriptions/training checklists, revising the employee handbook, and the onboarding process. She has also been helping with interviews, recruitment, and supporting managers to become stronger leaders. The HR contract extension proposal will be presented to the board at the July board meeting.

X. Committee Discussion
The committee discussed the following in its review of developing a framework for a three-year strategic business plan:
   ❖ Labor, minimum wage increase, competitive analysis, regulatory cost increases and paid time off
   ❖ Researching potential new partners
   ❖ Developing loose strategic goals around for profit vs. non-profit businesses
   ❖ The need to attract sustainable, mature organizations
   ❖ How to better serve our community Expanding conferencing and group business, diversifying accommodations
   ❖ Packages and strategies for appealing to groups
   ❖ Offseason incentives and packages that offer discounts on meeting space
   ❖ Developing a robust IT system, improving customer experience and internal communications
   ❖ HR Strategy: Strengthening service levels, hiring experienced people, training and staff retention
   ❖ Professional development/opportunities to develop a progressive career, succession planning
   ❖ Mentoring of staff by board members
   ❖ Supporting the leadership team with training support and building competencies
   ❖ Recognizing staff and encouraging them to take time off
   ❖ Leveraging board members skills and experience on projects

XI. Adjourned: 11:41 a.m.
Minutes
Executive Committee Meeting
Fort Worden Public Development Authority (FWPDA)
Seminar Building #297, Fort Worden
Wednesday, August 30, 2017
9:00 a.m. to 12:00 p.m.

MOTIONS:
❖ Motion APPROVED: Authorizing the Executive Director to amend to the building 202 management agreement – extending the agreement to September 1, 2018
❖ Motion APPROVED: Extending Todd Gubler’s Consulting Contract by one week

I. Call to Order: 9:01 a.m.

II. Roll Call
Board Members: Cindy Finnie, Jeff Jackson, Gee Heckscher, Jane Kilburn, Norm Tonina; Staff & Consultants: Dave Robison, Diane Moody, Karolina Anderson, Hannah Burns, Katie Oman, Megan Claflin Public: David Goldman, John Schorr

III. Makers Square Update
Katie Oman presented a brief overview of the Makers Square project followed by a business plan update and a preliminary ProForma. The board discussed details and provided feedback including business revenue and expense allocations as well as staffing allocations and potential sources of startup capital. Dave Robison updated the committee on the status of the Building 305 Historic Tax Credit application - the design process is still on hold after a letter was received from the National Park Service objecting to some of the Makers Square design features (i.e. solar panels and skylights).

IV. Review of Draft Feasibility Studies
Hannah Burns reviewed a draft glamping feasibility study highlighting that glamping units are in high demand and that there are currently no other glamping sites on the Olympic Peninsula (see report for details). The board discussed the study including permitting, accessibility, security and return on investment. According to the feasibility study, initial loan to fund the Capital Investment is expected to be paid off within 5 years. Robison stated that he has a verbal agreement with State Parks to increase the campus lease area to the North, to encompass the proposed glamping site. The Washington Conservation Corps has been contracted to clear the brush and park out the sites.

V. Cash Flow Projection Report
Diane Moody presented the Cash Flow Report, noting that the PDA is in a better cash position than expected for the month of August. This is due to stronger than planned leisure travel income and lighter personnel costs than projected. If the partner payments come in as expected, the PDA will be in a stronger position than last year at this time. Moody also provided highlights of the July Revenue and Expense report. Net revenue for the month of July was slightly ahead of budget, year-to-date revenue was also ahead of budget. This is due to lodging revenues continuing to remain strong, slight reduction in staffing and personnel costs and curtailed spending on equipment, amenities and capital purchases.

VI. Focus for September Board Meeting
The committee discussed adding the following agenda items to the September 27 board meeting:
❖ Makers Square Update
❖ Glamping Update
❖ Lease Amendments
❖ KPTZ Proposal
VII. Committee Discussion

❖ The Committee discussed an amendment to the building 202 management agreement – authorizing the Executive Director to extend the agreement to September 1, 2018 and a motion was made to approve.
   o Motion to amend building 202 management agreement was unanimously APPROVED

❖ The Committee discussed extending the consulting contract for Todd Gubler from 8-2-17 to 8-8-17 and a motion was made to approve.
   o Motion to extend consulting contract for Todd Gubler was unanimously APPROVED

❖ Dave Robison discussed the Housing Levy ballot measure which is intended to address lack of affordable housing in Jefferson County. Background: The County Commissioners recently passed a resolution declaring a housing crisis. Bruce Cowan, one of the authors of the Housing Levy, approached board and staff requesting public support. The committee discussed how lack of rental and affordable housing affects the Fort’s ability to recruit and retain employees. The committee discussed balancing social responsibility and concerns about a municipal entity making political recommendations. Robison suggested that he and Tonina write a perspective/Op Ed to the Leader regarding the challenge the Fort faces in recruiting and retaining employees with lack of rental and affordable housing options. The committee agreed.

❖ The committee discussed complaints received by FWPDA staff, the City of Port Townsend and the Port Townsend Leader concerning the upcoming Civil War Re-Enactment. The complaints were regarding the noise made by the canons and the display of the Confederate flag. Robison noted that as a public entity the FWPDA cannot discriminate against any group of people.

❖ Robison reviewed a draft RFP (request for proposals) for building 298 and discussed the proposed process for recruiting new partners.

❖ Robison informed the Committee that he’s currently negotiating a contract for a 2018 event here at Fort Worden and would like to bring it to the board meeting in September.

VIII. Adjourned: 12:00 p.m.
I. Call to Order: 9:01 a.m.

II. Roll Call
Board Members: Cindy Finnie (by phone), Jeff Jackson, Gee Heckscher, Norm Tonina
Staff: Dave Robison, Diane Moody, Karolina Anderson

III. DRAFT September Board Meeting Agenda
The Committee reviewed the draft September Board agenda and discussed the proposed MOU with Port Townsend School District including the importance of having tenants monitor electricity usage (i.e. turning heaters off at night) and suggested that staff incorporate that in the PTSD MOU.

A resolution on the line of credit will be added to the agenda.

IV. August Cash Flow Projection Report
Diane Moody presented the August Cash Flow projection report noting that Centrum submitted a check for $150,000.

V. Board and Staff Discussion
1. Glamping: Robison reported that members of the Washington Conservation Corps have been undertaking minor clearing of glamping sites and that he and Moody are meeting with lenders regarding financing. Staff will travel to Lakedale Resort on Thursday to visit a glamping site. The Committee discussed financing, tent varieties, bidding process, landscaping and the bathhouse.

2. KPTZ: Robison and the Committee discussed the proposed MOU with KPTZ and ways that the radio station complements and helps fulfill the mission and vision of the Lifelong Learning Center at Fort Worden. Robison noted that the basement of 305 is a soundproof area currently designed for digital arts or audio arts and that potential partners would need to provide capital investment, which is included in the MOU with KPTZ. Robison noted that the benefit of lining up a partner at this early stage is that the use of the basement would impact the design (as opposed to many of the other areas which are intended to be more malleable with multiple uses and functions).
3. **Makers Square RFP Process:** The committee discussed the Makers Square presentation and the structure & process for engaging new potential partners for Makers Square building 305 – which will be posted on the website.

4. **Board Nominating Process:** The committee discussed the board nominating process - recommendations need to go before the City Council before the end of November. Four current board member terms are expiring including: Harold Andersen, Jane Kilburn, Gee Heckscher and Lela Hilton. According to the Charter the board can consist of no more than 11 and no fewer than 7 board members.

5. **Spaces leased by partner organizations:** The committee discussed approaching Centrum and other partners with a spirit of collaboration, to craft win-win solutions regarding building maintenance, improvements and capital investments. Gee Heckscher will facilitate a building conditions assessment of the SUD’s units leased by Centrum and an improvement list will be drafted.

VI. **Adjourned:** 11:01 a.m.
Fort Worden Public Development Authority  
Board of Directors and Executive Committee Meetings  
January – December 2018

### 2018 Board of Directors Meetings

<table>
<thead>
<tr>
<th>Date</th>
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<tbody>
<tr>
<td>January 24</td>
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<td>May 23</td>
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<td>July 25</td>
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<td>August 29</td>
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<td>September 26</td>
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<tr>
<td>October 24</td>
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<tr>
<td>November 28 (Thanksgiving is Nov. 22)</td>
<td>Location: TBD</td>
</tr>
<tr>
<td>December 19 (Christmas Day is Dec. 25)</td>
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### 2018 Executive Committee Meetings

*Tuesday one week prior to the Board Meeting*

<table>
<thead>
<tr>
<th>Date</th>
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<tbody>
<tr>
<td>January 16</td>
<td>Location: TBD</td>
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<td>February 20</td>
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<tr>
<td>March 20</td>
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<tr>
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<td>May 15</td>
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<td>July 17</td>
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<td>August 21</td>
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<td>September 18</td>
<td>Location: TBD</td>
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<td>October 16</td>
<td>Location: TBD</td>
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<tr>
<td>November 20 (Thanksgiving is Nov. 22)</td>
<td>Location: TBD</td>
</tr>
<tr>
<td>December 11 (Christmas Day is Dec. 25)</td>
<td>Location: TBD</td>
</tr>
</tbody>
</table>
Dave Robison

From: Jeff Jackson <jeff@thayerventures.com>
Sent: Sunday, November 12, 2017 1:01 PM
To: Diane Moody
Cc: Dave Robison; Norm Tonina
Subject: Re: September 2017 Financial Report Including Capital Improvement Project Report

Nice results and thanks for sending!!

Jeff

This electronic message was sent from Thayer Ventures and may contain confidential or privileged information. If you believe that you are not the intended recipient, be aware that any disclosure, copying, distribution or use of this electronic message or its contents is prohibited. If you received this electronic message in error, please immediately notify the sender by telephone or by email.

From: Diane Moody <dmoody@fortworden.org>
Date: Sunday, November 12, 2017 at 2:28 PM
To: Bill Brown <wbrown@fortworden.org>, Bill James <bjames@fortworden.org>, Cindy Finnie <cfinnie@fortworden.org>, Gee Heckscher <gheckscher@fortworden.org>, Harold Andersen <handersen@fortworden.org>, Herb Cook <hcook@fortworden.org>, Jane Kilburn <jkilburn@fortworden.org>, Jeffery Jackson <jjackson@fortworden.org>, Lela Hilton <lhilton@fortworden.org>, Norm Tonina <ntonina@fortworden.org>
Cc: Dave Robison <drobison@fortworden.org>, Karolina Anderson <kanderson@fortworden.org>
Subject: September 2017 Financial Report Including Capital Improvement Project Report

Hello all,

Attached is the September 2017 Financial Report. Following includes highlights of the attached report and some observations about the activities that took place.

Total Revenue is ahead of budget for September and year-to-date. September was 10.2% over budget and for year-to-date, the PDA is 3% over budget. Also compared to last year at this time, revenue is $613,000 greater.

Accommodations continue to outpace budget due to leisure travel sales. Group and partner accommodation sales for September fell short by $36,000, primarily due to lodging discounts provided to a partner for summer programs.

Cost of Goods remain in line with Food and Merchandise Sales.

Personnel costs continue to surpass budget. In September, labor was 68% of total revenue and the budget was 61%. Management made a conscience decision to extend some of the seasonal positions due to a
projected busy October. Based on preliminary review of the October financials, this decision was the right choice and the percentage of personnel costs to revenue for year-to-date actuals is in-line with the budget.

All other ordinary expenses for September were 96% of revenue to a budget of 90% and leasehold improvements during the month of September caused us to exceed the annual budget. The major overspends are in repairs and maintenance, utilities, linen services, insurance adjustments, and credit card processing fees. Despite the higher than planned expenses in September, the PDA is on budget for other ordinary expenses for the year.

Net revenue was $64,400 under budget for September, but remain 21% ahead of budget for the year. Preliminary review of October financials suggests that the PDA will be at least $25,000 over net revenue budget, and November projections indicates revenue will be ahead of projections as well.

The ADR and Occupancy% for third quarter also shows a stronger third quarter in 2017 than in 2016 for lodging.

All the best,
Diane Moody
## FORT WORDEN PDA Hospitality Services
### Revenue & Expense Budget Performance
#### September 2017

<table>
<thead>
<tr>
<th>Category</th>
<th>Ord. Revenue/Expense</th>
<th>Sept 16</th>
<th>$ Over Budget</th>
<th>% of Budget</th>
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<tbody>
<tr>
<td>Revenue</td>
<td></td>
<td>244,652.47</td>
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<tr>
<td>4000 Accomodations</td>
<td>244,652.47</td>
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<tr>
<td>4400 Food Sales Revenue</td>
<td>123,837.96</td>
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<tr>
<td>4800 PDA Grants/Donations</td>
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<td>Total Revenue</td>
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<td>Cost of Goods Sold</td>
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<tr>
<td>Cost of Goods</td>
<td>79,775.01</td>
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<tr>
<td>Total COGS</td>
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<td>Gross Revenue</td>
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<td>6100 Personnel Costs</td>
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<tr>
<td>6031 Event Gratuities &amp; Tips</td>
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<td>7000 Occupancy Expense</td>
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<td>8000 Contracts</td>
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<td>Other Revenue/Expense</td>
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<tr>
<td>Other Expense</td>
<td>10,570.06</td>
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<td>9600 Leasehold Improvements</td>
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<td>Total Other Expense</td>
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<td>Net Other Revenue</td>
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<td>Net Revenue</td>
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<td>Jan - Sep 2016</td>
<td>Jan - Sep 2017</td>
<td>YTD Budget</td>
<td>$ Over Budget</td>
<td>% of Budget</td>
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<tr>
<td>---------------</td>
<td>---------------</td>
<td>------------</td>
<td>---------------</td>
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<tr>
<td>Revenue</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>4000 Accommodations</td>
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<td>4400 Food Sales Revenue</td>
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<tr>
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<tr>
<td>Total Revenue</td>
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<td>29.1%</td>
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<td>-3.2%</td>
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<tr>
<td>Cost of Goods</td>
<td>4,135,759.46</td>
<td>4,006,147.75</td>
<td>-133,011.71</td>
<td>-3.2%</td>
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<td>4,135,759.46</td>
<td>4,006,147.75</td>
<td>-133,011.71</td>
<td>-3.2%</td>
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</tr>
<tr>
<td>8010 Personnel Costs</td>
<td>1,980,691.53</td>
<td>2,245,715.97</td>
<td>265,024.44</td>
<td>11.6%</td>
</tr>
<tr>
<td>8021 Event Gratuities &amp; Tips</td>
<td>1,488,797.57</td>
<td>1,862,804.31</td>
<td>374,006.74</td>
<td>20.4%</td>
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<tr>
<td>7000 Occupancy Expense</td>
<td>615,653.65</td>
<td>735,462.87</td>
<td>220,009.22</td>
<td>10.2%</td>
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<tr>
<td>7100 Utilities</td>
<td>480,000.00</td>
<td>50,000.00</td>
<td>-430,000.00</td>
<td>-86.0%</td>
</tr>
<tr>
<td>8000 Contracts</td>
<td>480,000.00</td>
<td>50,000.00</td>
<td>-430,000.00</td>
<td>-86.0%</td>
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<tr>
<td>8500 Operating Expense</td>
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<td>50,000.00</td>
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<td>-86.0%</td>
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<tr>
<td>Total Expense</td>
<td>4,350,398.75</td>
<td>5,643,642.29</td>
<td>1,293,243.54</td>
<td>29.1%</td>
</tr>
<tr>
<td>Net Ordinary Revenue/Expense</td>
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<td>0.00</td>
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<td>0.0%</td>
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<td>Other Expense</td>
<td>9500 Capital Purchase/Improvements</td>
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<td>9500 Capital Purchase/Improvements</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Net Other Revenue</td>
<td>9500 Capital Purchase/Improvements</td>
<td>0.00</td>
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<td>0.0%</td>
</tr>
<tr>
<td>Net Revenue</td>
<td>214,639.29</td>
<td>637,494.54</td>
<td>422,855.25</td>
<td>100.0%</td>
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</table>
### FORT WORDEN PDA

**Capital Improvement Projects**  
January through September 2017

<table>
<thead>
<tr>
<th></th>
<th>Total Capital Improvement Projects</th>
<th>Bldg 4</th>
<th>Bldg 16</th>
<th>Bldg 235 - Bliss Vista</th>
<th>Bldg 272</th>
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</thead>
<tbody>
<tr>
<td><strong>Fund Budget</strong></td>
<td>$1,392,875.00</td>
<td>$186,750.00</td>
<td>$16,400.00</td>
<td>$43,000.00</td>
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<td><strong>Ordinary Revenue/Expense</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Total Revenue</td>
<td>1,029,269.11</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
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<tr>
<td>Gross Revenue</td>
<td>1,029,269.11</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Expense</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>6010 Personnel Costs</td>
<td>359,562.85</td>
<td>81,999.82</td>
<td>1,140.31</td>
<td>24,598.98</td>
<td>0.00</td>
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<tr>
<td>7000 Occupancy Expense</td>
<td>3,084.04</td>
<td>208.01</td>
<td>0.00</td>
<td>730.02</td>
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</tr>
<tr>
<td>Total 7100 Utilities</td>
<td>3,987.06</td>
<td>3,362.27</td>
<td>624.79</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>8000 Contracts</td>
<td>394,676.75</td>
<td>4,586.25</td>
<td>246.25</td>
<td>5,997.20</td>
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<td>8500 Operating Expense</td>
<td>23,891.69</td>
<td>8,494.58</td>
<td>0.00</td>
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<tr>
<td>8900 Uncategorized Expense</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
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<tr>
<td><strong>Total Expense</strong></td>
<td>785,202.39</td>
<td>98,650.93</td>
<td>2,011.35</td>
<td>33,771.31</td>
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<tr>
<td><strong>Net Ordinary Revenue</strong></td>
<td>244,068.72</td>
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<td>-2,011.35</td>
<td>-33,771.31</td>
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<tr>
<td><strong>Other Revenue/Expense</strong></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Other Expense</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9600 Leasehold Improvements</td>
<td>219,096.80</td>
<td>175,071.38</td>
<td>24,798.95</td>
<td>13,149.24</td>
<td>2,172.66</td>
</tr>
<tr>
<td><strong>Total Other Expense</strong></td>
<td>219,096.80</td>
<td>175,071.38</td>
<td>24,798.95</td>
<td>13,149.24</td>
<td>2,172.66</td>
</tr>
<tr>
<td><strong>Net Other Revenue</strong></td>
<td>-219,096.80</td>
<td>-175,071.38</td>
<td>-24,798.95</td>
<td>-13,149.24</td>
<td>-2,172.66</td>
</tr>
<tr>
<td><strong>Net Revenue</strong></td>
<td>24,970.92</td>
<td>-273,722.31</td>
<td>-26,810.30</td>
<td>-46,920.55</td>
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<td><strong>Ending Fund Balance</strong></td>
<td>$1,417,844.12</td>
<td>$(86,972.31)</td>
<td>$(10,410.30)</td>
<td>$(3,920.55)</td>
<td>$(2,172.66)</td>
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</tbody>
</table>
## FORT WORDEN PDA

### Capital Improvement Projects

January through September 2017

<table>
<thead>
<tr>
<th></th>
<th>Bldg 277</th>
<th>Bldg 305 - Makers Square</th>
<th>Maintenance Transition &amp; Leasehold Other</th>
<th>FW Foundation</th>
<th>Culinary School</th>
<th>Giamping</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fund Budget</strong></td>
<td>$935,000.00</td>
<td>$107,500.00</td>
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<td>$29,225.00</td>
<td></td>
<td>$75,000.00</td>
</tr>
<tr>
<td><strong>Ordinary Revenue/Expense</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Revenue</td>
<td>0.00</td>
<td>1,029,267.31</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Gross Revenue</td>
<td>0.00</td>
<td>1,029,267.31</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Expense</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>6010 Personnel Costs</td>
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<td>0.00</td>
<td>2,146.01</td>
<td>0.00</td>
<td>0.00</td>
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</tr>
<tr>
<td>Total 7100 Utilities</td>
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<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>8000 Contracts</td>
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<td>41.55</td>
<td>-4,716.00</td>
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<td>360.00</td>
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<td>8500 Operating Expense</td>
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<td>732.78</td>
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<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td>232.50</td>
<td>532,085.75</td>
<td>126,367.48</td>
<td>-10,390.77</td>
<td>0.00</td>
<td>2,473.84</td>
</tr>
<tr>
<td><strong>Net Ordinary Revenue</strong></td>
<td>-232.50</td>
<td>497,181.50</td>
<td>-126,367.48</td>
<td>10,390.77</td>
<td>0.00</td>
<td>-2,473.84</td>
</tr>
<tr>
<td><strong>Other Revenue/Expense</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Expense</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9600 Leasehold Improvements</td>
<td>471.00</td>
<td>2,826.38</td>
<td>156.04</td>
<td>0.00</td>
<td>0.00</td>
<td>450.15</td>
</tr>
<tr>
<td><strong>Total Other Expense</strong></td>
<td>471.00</td>
<td>2,826.38</td>
<td>156.04</td>
<td>0.00</td>
<td>0.00</td>
<td>450.15</td>
</tr>
<tr>
<td><strong>Net Other Revenue</strong></td>
<td>-471.00</td>
<td>-2,826.38</td>
<td>-156.04</td>
<td>0.00</td>
<td>0.00</td>
<td>-450.15</td>
</tr>
<tr>
<td><strong>Net Revenue</strong></td>
<td>-703.50</td>
<td>494,355.18</td>
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<td>2,923.99</td>
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<td><strong>Ending Fund Balance</strong></td>
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<td>ASSETS</td>
<td>Sep 30, 17</td>
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<tr>
<td>--------</td>
<td>-----------</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Checking/Savings</td>
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<tr>
<td>1000 Operating Accounts</td>
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<td>1003 Advance Deposit Account</td>
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<td>1010 Capital Fund Accounts</td>
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<td>Total Checking/Savings</td>
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<td>Accounts Receivable</td>
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<tr>
<td>1100 Hospitality Services</td>
<td>342,870.97</td>
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<td>1120 Partner Tenant</td>
<td>30,157.49</td>
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<td>1130 Food Service-Other</td>
<td>358.29</td>
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<td>Total Accounts Receivable</td>
<td>373,386.75</td>
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<td>Other Current Assets</td>
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<td></td>
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<tr>
<td>1050 Food Service Inventories</td>
<td>73,228.51</td>
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<tr>
<td>1055 Merchandise for Resale</td>
<td>44,658.46</td>
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<td>1056 Discover Passes</td>
<td>21,530.50</td>
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<tr>
<td>1200 Prepaid Expenses</td>
<td>31,759.33</td>
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<tr>
<td>Total Other Current Assets</td>
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<td><strong>Fixed Assets</strong></td>
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<tr>
<td>1300 Fixed Assets</td>
<td>123,724.25</td>
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<tr>
<td>Total Fixed Assets</td>
<td>123,724.25</td>
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<tr>
<td>TOTAL ASSETS</td>
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</tr>
</tbody>
</table>

<p>| LIABILITIES &amp; EQUITY | |
| Liabilities | |
| <strong>Current Liabilities</strong> | | |
| Accounts Payable | | |
| 2000 Operating | 78,926.25 |
| 2003 Capital Fund A/P | 5,168.75 |
| Total Accounts Payable | 84,095.00 |
| Credit Cards | | |
| 2010 Credit Cards &amp; House Accts | 23,097.88 |
| Total Credit Cards | 23,097.88 |
| Other Current Liabilities | | |
| 2100 Current Liabilities | | |
| 2101 Deferred Revenue | 67,021.51 |
| 2104 Payroll Liabilities | 111,500.29 |
| 2110 Accrued Business/Sales Tax | 46,354.80 |
| Total 2100 Current Liabilities | 224,876.60 |
| 2120 Due To Hospitality Service | 92,562.85 |
| 2121 Due To CI Fund | -92,562.85 |
| 2200 Advance Deposits | 420,656.66 |
| 2600 State Parks Pass Thru-Oth | 1,721.19 |</p>
<table>
<thead>
<tr>
<th></th>
<th>Sep 30, 17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Other Current Liabilities</td>
<td>647,254.45</td>
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<tr>
<td>Total Current Liabilities</td>
<td>754,450.33</td>
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<tr>
<td>Total Liabilities</td>
<td>754,450.33</td>
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<td><strong>Equity</strong></td>
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</tr>
<tr>
<td>Opening Balance Equity</td>
<td>26,464.33</td>
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<tr>
<td>Unrestricted Net Assets</td>
<td>1,620,829.28</td>
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<tr>
<td>Net Income</td>
<td>351,271.20</td>
</tr>
<tr>
<td><strong>Total Equity</strong></td>
<td>1,998,564.81</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES &amp; EQUITY</strong></td>
<td><strong>2,763,015.14</strong></td>
</tr>
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</table>
### ADR & Occ% by Room Type: September 2016 and 2017 & 3rd Qtr Total Report

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<thead>
<tr>
<th>Collection</th>
<th>2016</th>
<th>2017</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sold</td>
<td>Room</td>
<td>ADR</td>
<td>Occ%</td>
<td>Sold</td>
<td>Room</td>
</tr>
<tr>
<td>Officer's Row</td>
<td>260</td>
<td>$93,149.57</td>
<td>$358.27</td>
<td>49.34%</td>
<td>263</td>
<td>$103,391.25</td>
</tr>
<tr>
<td>Cottage Collection</td>
<td>151</td>
<td>$39,034.07</td>
<td>$258.50</td>
<td>50.50%</td>
<td>168</td>
<td>$55,484.33</td>
</tr>
<tr>
<td>Courtside Collection</td>
<td>304</td>
<td>$58,586.03</td>
<td>$192.72</td>
<td>72.38%</td>
<td>287</td>
<td>$59,754.40</td>
</tr>
<tr>
<td>Dorm 225</td>
<td>43</td>
<td>$26,132.76</td>
<td>$607.74</td>
<td>2.56%</td>
<td>77</td>
<td>$46,158.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>758</td>
<td>$216,902.43</td>
<td>$286.15</td>
<td>25.91%</td>
<td>795</td>
<td>$264,787.98</td>
</tr>
<tr>
<td><strong>Total 3rd Quarter</strong></td>
<td>2751</td>
<td>$783,662.05</td>
<td>$284.86</td>
<td>30.62%</td>
<td>3146</td>
<td>$1,116,478.24</td>
</tr>
</tbody>
</table>
# Fort Worden Strategic Plan 2018-2021

## Strategic Goal: Create a National Destination for Lifelong Learning Opportunities

<table>
<thead>
<tr>
<th>FORT WORDEN PRIORITIES</th>
<th>PROVIDE A MEMORABLE AND EXTRAORDINARY GUEST EXPERIENCE</th>
<th>ENSURE A SUSTAINABLE YEAR-ROUND ECONOMY</th>
<th>PRESERVE AND REVITALIZE OUR HISTORIC CAMPUS</th>
<th>INSPIRE LEADERS IN ENVIRONMENTAL SUSTAINABILITY</th>
<th>DEVELOP AND NURTURE PARTNERSHIPS FOR SUCCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3-Year Organizational Goals</strong></td>
<td>Hospitality policies, programs and services are consistently delivered with exceptional customer service satisfaction</td>
<td>Financial decision-making furthers program and capital plan objectives while embracing fiscally responsible actions</td>
<td>Capital and leasehold improvements protect historic resources while improving campus facilities, infrastructure and program development</td>
<td>Sustainability is part of Fort Worden’s culture and informs all of our projects, operations and decision making</td>
<td>Partnerships demonstrate campus financial health and ensures excellence in the delivery of core Lifelong Learning Center programs and services</td>
</tr>
<tr>
<td><strong>Key PDA Strategies (i.e. capital &amp; operational investments)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Departmental Objectives</strong></td>
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</tr>
<tr>
<td><strong>Employee Objectives</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Governance Objectives</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
DIRECTOR’S RETREAT SUMMARY

November 8th, 2017

PDA Staff: Dave Robison, Diane Moody, Larry Sammons, Kristan McCary, Daniele Costello, Cody Griffith, Karolina Anderson

Facilitator: Peter West

PDA CULTURE AND CLIMATE

2018 Fort Worden Themes: Culture • Consistency • Communication

Culture – Working Definition:

Attitudes – Behavior - Beliefs (Edgar Schine)

The team also defined culture as a learned, mutually agreed upon reality that is rooted in environmental context. It is informed by and shaped through training, traditions and social norms.

Opportunity: Shaping a Cultural Shift

Goal: Engage in a process to better define and shape the culture of the Fort Worden PDA within the next 6-12 months

Some of the PDA culture is embedded in the history of Fort Worden and is also shaped by the physical structures of this place. Therefore, the goal is not to change the culture but rather to shape it in a beneficial direction.

Lifelong Learning: Re-Aligning to our Mission

Directors discussed the mission and vision of the Fort Worden PDA which centers around Life Long Learning and our commitment to align our culture (attitudes, beliefs, and behavior) to the mission. Hospitality services are in support of and in service to the Lifelong Learning Center mission.

The Fort and the 90-acre campus is a community – an ecosystem, and our role is to support this community.
Board Support of the Lifelong Learning Center Mission

The Board is essential to successfully shaping the organizational culture to align with the Lifelong Learning Center mission. Ideally, board discussions would include lifelong learning. Staff will propose a board retreat for January.

Other Cultural Goals:

To be a culture of accountability, autonomy and innovation; provide exceptional guest service and becoming one of Jefferson Counties most desirable employers. Each department furthers employee understanding of the Lifelong Learning Center mission and vision.

Consistency • Quality Service • Clear Expectations and Roles • Standard Operating Procedures & Processes • Positivity • Proactivity • Systems & Structure • Slowing down and asking questions • Effective Communication • Making the Lifelong Learning Center mission visible throughout the property

Our Current Core Values / Guiding Principles: • Accountability • Teamwork • Respect • Pro-active • Accountable • Learning • Sustainable

STRENGTH FINDER TEAM REVIEW

Peter encouraged staff to focus on their strengths and applying those skills more places stating that people gain more energy from focusing on their strengths – the leadership team reviewed Strength Finder results and explored ways to leverage strengths on behalf of the organization.

THREE YEAR STRATEGIC PLAN OVERVIEW

Dave reviewed the following: 2016 Organizational Commitments; takeaways from Leadership Retreat at McMinnimins; 2017 Strategic Goals; 2018 Strategic Goals (see attachment).

2018 ORGANIZATIONAL GOALS include:

1. Supporting the Lifelong Learning Center
2. Maintaining financial sustainability
3. Creating year-round Lifelong Learning Center opportunities that support year-round employment at Fort Worden
4. Becoming a leader in national sustainability
5. Developing new partners

2018 PLANNING - Staff identified and reviewed the following:

1. 2018 top 5 departmental goals
2. Key major initiatives that effect all departments
3. Staffing and functions

2018 BUDGET – Staff Identified the following:

1. Preliminary revenue projections
2. Staffing needs
3. Major spends above standard operating expenses
SUBJECT: Appointment of Gee Heckscher (Position 5, term expires October 24, 2020), Jane Kilburn (Position 62, term expires October 24, 2020), Lela Hilton (Position 7, term expires October 24, 2020), Todd Hutton (Position 9, term expires October 24, 2018) and Harold Anderson (Position 11, term expires October 24, 2020) to the Fort Worden Lifelong Learning Center Public Development Authority Board

SUMMARY STATEMENT: The Fort Worden Lifelong Center Public Development Authority Board Nominating Committee has recommended reappointment of Gee Heckscher, Jane Kilburn, Lela Hilton and Harold Anderson to positions on the PDA Board of Directors. If reappointed, each Board member would remain in their current positions, with terms expiring in three years. The Nominating Committee has also recommended appointment of Todd Hutton to vacant Position 9 with a term expiration date of October 24, 2018.

The process for recommending appointment of Board members is outlined in Article VII Section 1 of the PDA Charter:

The management of all Authority affairs shall reside in a Board of Directors. The Board shall be composed of not fewer than seven (7) and no more than eleven (11) members. The number of Board Members may be increased or decreased within that range from time to time by amendment of the Authority’s Bylaws, provided that no decrease in the number of Board members shall have the effect of shortening the term of any incumbent. Members of the Board shall be nominated, selected and appointed as provided in Chapter 2.84 of the Port Townsend Municipal Code. In the event of a vacancy, the Board shall advertise the vacancy in the Port Townsend community in a method determined to be necessary by the Board (which may include advertising in a paper of general circulation, posting the vacancy on the Authority’s website, and/or other communication), and solicit candidates for the position. The Board shall forward the names and qualifications to the Nominating Committee for the Committee’s
recommendation to the City Council. If the Council rejects a nomination and asks the Committee for a new recommendation, the Board may, if requested by the Committee, re-advertise for the vacancy.

Members should have skills or experience relevant to the purposes of the Authority in such fields as finance, corporate management, real estate development, business planning, marketing and public relations, educational or cultural programming, hospitality and conference management, law, technology, or construction management. Members are not required to be residents of the City. No member of the Board of Directors may be an official or employee of the City nor hold any elected or appointed public office (City or otherwise) during his or her term on the Board. A member of the City Council may be appointed as a Council liaison to the Board, but shall not be considered a member of the Board. A representative of Washington State Parks may be appointed as a Park liaison to the Board, but shall not be considered a member of the board.

ATTACHMENTS: Memo from the Fort Worden PDA Nominating Committee

CITY COUNCIL COMMITTEE RECOMMENDATION: N/A

RECOMMENDED ACTION: Move to approve the appointment of Gee Heckscher, Jane Kilburn, Lela Hilton, Harold Anderson and Todd Hutton to the Fort Worden Lifelong Center Public Development Authority Board.

ALTERNATIVES:
☒ Take No Action ☒ Refer to Committee ☐ Refer to Staff ☒ Postpone Action
☐ Remove from Consent Agenda ☐ Waive Council Rules and approve Ordinance ☐
☐ Other:
DATE: November 13, 2017

TO: Mayor Deb Stinson and City Council
    Fort Worden PDA Board of Directors

FROM: Fort Worden Nominating Committee—Mayor Deb Stinson, Norm Tonina, Jane Kilburn, Joyce Francis, Brian Hageman, Kevin Alexander, Dave Robison

RE: Fort Worden PDA Board Member Nominations

Background

The Fort Worden Public Development Authority (PDA) is currently managed by a ten-person board of directors (the “Board”). In October, four Board members’ terms expired—Jane Kilburn, Gee Heckscher, Harold Andersen and Lela Hilton. In addition, Kate Dean vacated her position in January after being elected County Commissioner—leaving five open board positions.

In February 2016, the City Council amended the PDA’s charter to establish a Nominating Committee (“Committee”) to solicit candidates and interview potential PDA board members. Committee members are directed to review the candidates and rank them based on skill level, experience and other qualifications. The Committee makes a recommendation to the Council.

The Nominating Committee is comprised of the Port Townsend Mayor (Deb Stinson), PDA Board Chair (Norm Tonina), PDA Board Secretary (Jane Kilburn), PDA Executive Director (Dave Robison), Fort Worden Partner Representative (Kevin Alexander, Coast Artillery Museum), Chair of the Fort Worden Advisory Committee (Joyce Francis) and the Fort Worden Park Manager (Brian Hageman).

Board Member Recruitment

The PDA advertised the board vacancies for two weeks in the Port Townsend and Jefferson County Leader (October 4th & October 18th, 2017). Staff and board also discussed the vacancies at its September board meeting and other Fort Worden public meetings. Four of the PDA board members whose terms expired expressed
interest in being considered for reappointment by the Committee. The PDA received 6 board member candidate applications from the following interested candidates:

- Lela Hilton
- Jane Kilburn
- Gee Heckscher
- Harold Andersen
- Terry Umbreit
- Todd Hutton

**Nominating Committee Recommendation**

After interviews of the six candidates, the Nominating Committee unanimously recommends to the City Council the following five candidates be offered positions on the Board:

1. **Jane Kilburn**
   - Jane Kilburn is Secretary of the PDA Board and has been a board member since 2015. As a board member, Jane facilitated development of the 2017 strategic plan for marketing. In addition, she has worked with staff to revise and ensure thorough and accurate minutes, contributing to the organization’s transparency. She brings experience in staff development and leadership, international tourism development, communications and marketing. Jane is a former director at the Port of Seattle and brings extensive public agency experience to the Board. She is committed to the vision of a Lifelong Learning Center at Fort Worden and is actively engaged with partner organizations, including launching a collaborative marketing initiative with Port Townsend School of the Arts - “A Girlfriends Weekend”.

2. **Gee Heckscher**
   - Gee Heckscher is a founding member and current Vice Chair of the PDA Board. He has extensive professional experience as an architect, consultant and general contractor specializing in historic preservation. Gee’s commitment to Fort Worden and the Lifelong Learning Center is evidenced by his active and engaged support of PDA capital projects and Fort Worden Partner organizations – he was a founding member of the Port Townsend School of Woodworking. Gee works closely with staff on a weekly basis and helps develop construction budgets and conduct building assessments.

3. **Lela Hilton**
   - Lela Hilton has served on the PDA Board of Directors since 2011. She is an educator who is currently the National Director for the Clemente Course in the Humanities for low income adults and the founder of the Jefferson County Clemente Course. She has experience in project development, marketing, sustainable food systems, community networking, partnership building, grant writing/fundraising and non-profit management. She works to support an increasingly vibrant Lifelong Learning Center through partner development, building relationships with the local community and increasing program access by marginalized citizens.
4. **Harold Andersen**
   - Harold Andersen has been a PDA board member for two years and has over 40 years of experience as a civil engineer. His skills and experience include design and construction as well as project planning – he applied his experience and skills in helping plan the sewer and water systems for the Glamping Project as well as the Lighthouse feasibility study. Harold wants to continue lending his expertise to future projects, including Makers Square and reviewing sewer and water improvements that are proposed by Washington State Parks for the 2018-2020 biennium.

5. **Todd Hutton**
   - Todd Hutton served as President of Utica College for 18 years and has extensive academic and leadership experience, which he is committed to leveraging in support of the mission of the Lifelong Learning Center at Fort Worden. Todd was actively involved in the development of the Lifelong Learning Center vision in 2007-2009 and recently retired in the community of Port Townsend. He brings experience in strategic planning, economic development, social entrepreneurship, board development and nonprofits. He intends to support the board’s fiduciary responsibility and be involved in new and existing partnerships to advance the Lifelong Learning Center mission.

**Attachment**

The Interview Packet that was provided to the Nominating Committee is attached. It includes:

- Board Member Interview Schedule
- Interview Questions
- Current Board Member Skills Matrix
- Board Member Job Description
- Board Member Letters of Interest and Resumes
Fort Worden PDA Board Nominating Committee
Fort Worden Seminar Building #298
Monday, November 6th, 2017

Board Nominating Committee Members: Deborah Stinson (Mayor, City of Port Townsend), Dave Robison (PDA Executive Director), Norm Tonina (PDA Board Chair), Jane Kilburn (PDA Board Secretary), Joyce Francis (Fort Worden Advisory Committee), Brian Hageman (State Parks Area Manager), Kevin Alexander (Partner Representative, Coast Artillery Museum)

Interview Schedule:
12:00 p.m. Jane Kilburn
12:30 p.m. Lela Hilton
1:00 p.m. Harold Andersen
1:30 p.m. Gee Heckscher
2:00 p.m. Todd Hutton
2:30 p.m. Terry Umbreit
3:00 p.m. Deliberations & Recommendations
4:00 p.m. Adjourn
1. Why are you interested in continuing to serve on the Fort Worden Lifelong Learning Center Public Development Authority Board of Directors? (Mayor Stinson)

2. During your involvement on the PDA Board, how do you think the board has advanced the mission of the Fort Worden PDA? (Norm Tonina)

3. What boards or committees do you currently serve on or have you served on in the past 5 years? How has this community service helped you contribute to the Fort Worden PDA? (Joyce Francis)

4. What skills and experience do you bring to the Fort Worden PDA Board of Directors? As a PDA Board member, how have you contributed to the success of the PDA and its efforts at Fort Worden? (Kevin Alexander)
5. As a continuing board member, how do you think you could contribute to the Fort Worden Lifelong Learning Center over the next three years? (Brian Hageman)

6. What do you think is the greatest challenge facing the PDA? (Dave Robison)

7. What do you think is the PDA’s greatest opportunity? (Jane Kilburn/Norm Tonina)

8. Do you have any questions that you would like to ask us? (Mayor Stinson)
### Board Skills and Interests

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<th>Skills &amp; Experience</th>
<th>Norm Tonina</th>
<th>Gee Heckscher</th>
<th>Jeff Jackson</th>
<th>Jane Wilborn</th>
<th>Cindy Finnie</th>
<th>Bill Brown</th>
<th>Lisa Hilton</th>
<th>Bill James</th>
<th>Herb Cook</th>
<th>Harold Andersen</th>
<th>Terry Umbreit*</th>
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*New Board Member Candidates*
Fort Worden Lifelong Learning Center
Public Development Authority (FWPDA)

FWPDA Board of Directors Job Description and Expectations

Job Description Summary:
The FWPDA Board of Directors sets policy for the organization; ensures that it is operated in a legal, ethical, open and professional manner; and oversees its operation. Collectively, the Board has direct authority over the executive director, who implements the policies, programs, projects and funding plans approved by the Board. Board members acknowledge that they are “agents” of the City of Port Townsend and must comply with the Open Public Meetings Act when conducting business regarding the Public Development Authority. In addition, Board members are governed by the Charter establishing the FWPDA (City of Port Townsend Ordinance No. 3018, September 8, 2009) and any subsequent amendments to the Charter, resolutions or inter-local agreements between the City of Port Townsend and the FWPDA.

Serving on the Board is part of a community changing process, which involves learning, empowerment, and involvement on the part of all Board members. Board members serve three-year staggered terms beginning in October 2011. The Board will consist of seven to nine members to govern the affairs of the FWPDA.

The Board meets on a monthly basis. The regular meeting date, time, and place will be approved by resolution at the board’s first meeting. The annual meeting will be held in April.

Board Member Responsibilities**:

- Provide organizational leadership and advisement.
- Develop and create policies and oversight procedures.
- Oversee financial management, including adoption and oversight of annual budget.
- Identify project priorities, program planning efforts and evaluation mechanisms.
- Be informed about the organization's mission, services, policies and programs.
- Act as an advocate and good-will ambassador for the FWPDA.
- Use sound judgment in weighing facts and issues for decision making.
- Recognize conflicts of interest between the position as a board member and one’s personal and professional life. Declare any conflicts before the board and refrain from voting on matters in which there is an appearance of conflict.
- Observe and comply with the Open Public Meetings Act and display courteous conduct in all board and committee meetings.
- Make decisions on legal issues based on review and clear understanding of advice from counsel.

** Members of the board share these responsibilities while acting in the interest of the City of Port Townsend and Fort Worden State Park. Each member is expected to make recommendations based on his or her experience and understanding of what furthers the public interest.
Expectations of Board Members:
• Attend and participate in Board and committee meetings and special functions.
• Review agenda and supporting materials prior to Board and committee meetings.
• Assist the Board in carrying out its fiduciary responsibilities.
• Serve on committees or task forces and offer to take on special assignments as necessary.
• Be alert to community concerns that can be addressed by the PDA’s mission, objectives, projects and programs.
• Help communicate and promote the mission and objectives of the organization to the community.
• Support in a positive manner all actions taken by the board as a whole even when in a minority position on such actions.
• Establish and oversee implementation of policy by the executive director and staff.
• Refrain from intruding into day-to-day administrative or operational issues.
• If unable to carry out the above responsibilities and expectations, resign the position on the board of directors.

Board Member Qualifications/Selection Criteria:
• A passion for Fort Worden State Park, with an understanding of many of the economic challenges facing the sustainability of the Park.
• Support for the FWPDA’s role in the Park as well as the City’s involvement and oversight of the FWPDA.
• Ability to work as a member of a team.
• Willingness to volunteer personal and professional expertise and experience without financial reward.
• Interest level and time availability.
• Political clout and community influence.
• Specialized skills (e.g., real estate development, construction or project management, financial management, marketing, food & beverages, programming, hospitality and conference management, etc.)

As a board member, I understand that:
• Special or unscheduled meetings may be called on occasion.
• It is my responsibility to contact the Board President if I cannot attend a meeting.
• I agree to accept the responsibilities and expectations for serving on the FWPDA Board of Directors.

____________________________________  __________________
Signature                          Date
September 29, 2017

TO: Fort Worden Public Development Authority Nominating Committee:

Greetings, all.

It has been my honor to serve as a member of the FWPDA Board of Directors since 2015, and on its executive committee as Secretary. I am today submitting my name for consideration of a second term.

The PDA is clearly an idea whose time has come, and I am very proud of the progress the organization has made since its inception. It has been wonderful to watch as the positive news unfolds—from the growth in lodging and food/beverage sales to the exciting new capital projects and the forward motion in working with the partners and tenants on campus.

Of course, there are challenges ahead, and I would like to contribute my expertise and inquiring mind. It is important for board members to be active, to listen and question and to raise issues where there are some—but also to be part of the solution. As a member of the executive committee, I believe I have done that. I also have had the pleasure to work with the sales and marketing team in developing and executing the marketing plan and look forward to that continued contribution.

I look forward to meeting with you.

Sincerely,

Jane L. Kilburn, APR
206-276-5173; jane.kilburn@outlook.com
Jane L. Kilburn, APR
810 Rose St, Port Townsend, WA 98368  206-276-5173
Jane.kilburn@outlook.com

Accomplished leader, communicator and tourism advocate

Relevant Career Highlights

- Senior level executive responsible for counseling CEO, working with top leadership colleagues to develop key strategies, and leading staff in implementing goals in support of the organization’s mission
- Experienced and effective leader of corporate teams, consistently expanding skill, scope and creativity of team contributions
- Developed and led intensive corporate communications effort during leadership transition, union negotiations, company re-engineering, introduction of a new company, brand development and industry restructuring
- Created communications plans and directed communications activities for all aspects of a merger between two former competitors, and developed multiple crisis communications plans
- Worked in partnership with marketing teams for new product introductions, strategic advertising, and customer outreach
- Serves as president of national professional membership organization, and led the search process for hiring the executive director
- Recognized as Professional of the Year by three communications industry organizations

Related Experience

More than three decades’ experience in leadership roles in the following key areas:

- Marketing and communications
- Tourism development
- Community relations
- Staff development and leadership
Employment

  - Director, Public Affairs
  - Director, International Tourism Development and Senior Communications Counsel
- Premera Blue Cross: 2001-2004
  - Vice President, Communications
  - Director, Corporate Communications
  - Vice President, Corporate Communications
- Wilsey & Ham: 1981-1983
  - Director, Marketing Communications
  - Media relations specialist
  - PR associate
- Freelance public relations: 1971-1977
  - Journalism and English teacher, 11th grade

Professional Activates and Awards

- Matrix Foundation, National board, 2015-current; Vice President
- Washington Tourism Alliance, founding board member and executive committee, 2011-2015
- Public Affairs Council board, 2005-1012
- Public Relations Society of America, Accredited and Member of the Year
- Women in Communications, national and local chapter board president, Member of the Year award
- International Association of Business Communicators, Communicator of the Year award and multiple program and project awards
Civic Activities

- Fort Worden Public Development Authority board member, 2015-current;
- Port Townsend School of the Arts, board member, 2016 – current
- Centrum board member, 2000-2005
- KCTS, Advisory Committee member, 2006-2013
- Future of Flight Foundation board member, 2006-2013
- YWCA, co-chair PR committee and board member, 1998
- NW Women’s Law Center, board and executive committee, 1995-2000

Education

BA, Journalism Education, University of Washington, 1970

Multiple leadership, change management and public relations training programs
10.13.17

To Whom It May Concern:

I respectfully request that my term be renewed on the Fort Worden Development Authority Board. I have been a member of the board since before we took over management of the Fort, when I was brought onboard with Anne Murphy to help build programming at the Fort. I am proud of how much we have accomplished since then to stabilize operations and maintenance, and to improve hospitality services at the Fort. The progress has been remarkable and there is much for the community to celebrate.

Currently I am the only educator on the PDA board. I am passionate about all educational opportunities that liberate people, help them find their voices, and that connect them more deeply to their communities. I believe that Fort Worden has the potential to be one of the premier platforms for these kinds of opportunities in the nation.

As you will see in my resume, I have served as staff and in leadership positions in many non profits, and have dedicated most of my professional life to increasing access to cultural and educational resources for our most marginalized citizens. I would like to continue this work as a member of the PDA board.

At this point, I feel it is essential that we now make life-long learning a more central focus of our efforts. I realize that in order to be successful on any level, we must have financial stability, but it is important not to see life-long leaning as a means to this end, but as an end in and of itself.

As we develop Maker’s Square and look for partners to help renovate and occupy other buildings and spaces at the Fort, I would urge the PDA to undertake a formal capacity assessment to understand the material and cultural resources we already have at the Fort and in the community, to both develop new programs and sustain existing ones. For example, community programs like the YMCA and the Gathering Place could add to the vitality and mission of the Fort, while also elevating our profile to potential funders who are looking for equity and diversity in their potential projects. In addition, the lives of the people served by such organizations would be enriched by existing programs at the Fort either as participants or volunteers. This is win-win at its best.

Going forward, I would hope to work with my fellow board members and staff to develop a well-defined and transparent process for cultivating and in some cases mentoring potential new partners and programs for the Fort. If we design this process well, it will help us identify programs that best support our mission and values, and also allow us to identify “diamonds in the rough” that with the proper support, could bring innovative new programming to the Fort and the wider community.

I also feel it is important to find another higher education partner who can work with us to develop low residency degrees and institutes in disciplines that are compatible with the PDA’s mission and the nature and capacity of our community. (For example, environmental humanities and social justice, arts education, hospitality, farm-to-table food systems, culinary arts, sustainable agriculture, etc.)

Thank you for your consideration.

[Signature]

Lela Hilton
Chimacum, WA
Professional Experience

2014-17  National Program Director, Clemente Course in the Humanities, Inc.  
        New York, NY

1999-2017  Academic Director for the Clemente Course, a free, college-level humanities course for adults  
          living in poverty.  Pt. Hadlock, WA  
          • Grant writing  
          • Curriculum development  
          • Outreach and Marketing  
          • Student recruitment and support  
          • Faculty recruitment and development  
          • Teaching Critical Thinking and Writing

English Faculty, Humanities (Literature and Composition)  
Edmonds Community College, Shoreline, WA

1999-2001  Independent Evaluator for YIPPEE, a state-funded after-school  
          program targeting at-risk children youth, Quilcene, WA.

1995-99  Program Coordinator of Washington State University’s  
        Community Learning Center, Pt. Hadlock, WA  
        • Project development: designing, implementing and evaluating leadership, environmental  
          literacy and community education programs.  
        • Student services: recruitment; developing and supervising internship programs; counseling  
          and retention of degree-seeking students.  
        • Marketing and public involvement.

Representative Projects:  
• Coordinated the 1997 "Small Farming in Western Washington: Linking Farms and  
  Communities" conference in Pt. Townsend, WA.  
• Designed and implemented “With a Water View” a professional,  
  accredited continuing education for Realtors that focuses on land use  
  and environmental issues.

1995-96  Project Coordinator for the Puget Sound Water Quality Authority Diversity Project  
        Youth, Lacey, WA.  
        The goal of this project was, through the arts -- writing, drama, visual arts, music-- to expand  
        environmental education and action programs for multicultural and at-risk youth. The project  
        culminated in a 3-day conference for youth at Ft, Worden.

1986-92  Director of Project Development  
        Resource Institute, Seattle, WA  
        Resource Institute was a non-profit, boat-based educational organization.  
        • Project development and design  
        • Fundraising  
        • Coordinating special events (including benefit auction)  
        • Grant-writing, correspondence, writing and/or editing program brochures and fliers,  
        • Volunteer coordination.  
        • Design and implement environmental education targeted to multicultural, at-risk youth.  (EG,  
          Seattle Children’s Home, Suquamish Tribe)

1989-92  Assistant Director
North Seattle Community College Women's Center, Seattle, WA.
- Project development and event coordination (lecture series, workshops, educational "fairs", etc.)
- Publicity, correspondence, fundraising, writing and/or editing program brochures and fliers, and
- Student counseling and staff/volunteer coordination
- Special teaching assignments focused on retention of non-traditional students

1985-88
Program Director
Hood Canal Coordinating Council, Silverdale, WA
The Council was comprised of three county commissions, two treaty tribes, a representative from the Point No Point Treaty Council, and a representative from the Puget Sound Water Quality Authority. My duties as Program Director included interagency coordination and facilitation, developing educational forums, networking between governmental and citizens' organizations, writing, editing and publishing a quarterly newsletter, educational brochures and manuals, writing Council documents, (e.g. Regional Planning Policy, Water Quality Guidelines, Regional Policy Analysis) developing a budget and funding base for the Council, grant writing, project administration, policy analysis, and supervising Council subcontractors.

1985-86
Research Associate
Trust for Public Land, Seattle, WA
I researched and wrote the "Puget Sound Surface Water Management Study" and the "Puget Sound White Paper."

1982-83
Research Associate
Designwrights Collaborative, Santa Fe, NM
I researched and wrote two sections ("Institutional Arrangements; Governing Water Use In New Mexico" and "The Santa Fe Case Study: The Development of a Private Water Utility") of "New Mexico; People and Water," a natural resource development study funded by the Ford Foundation.

1981 to 1983
Sales Associate, Chaparral Realty, Santa Fe, NM

1980 to 1983
Cook and Boatperson, New Wave Rafting Company, Santa Fe, NM

1978 to 1981
Freelance catering and "guest chef" positions in Northern New Mexico.

1978 to 1979
Owner/Manager, Ojo del Sol Art Gallery, El Paso, TX

1972 to 1981
Owner/Manager, Dauble Organic Farms, El Guique, NM

Owner, Trillium Group, Educational Consulting

Trillium Group is a collaborative group of artists, writers, naturalists and educators who work together to design, implement and evaluate innovative educational programs. Our areas of expertise include: working with "reluctant" students, at-risk youth, non-traditional college students and displaced workers; English as a Second Language; outdoor and environmental education and community development, as well as marketing and public involvement.

Representative Contracts: 1992-present:

- Coordinating a school-community project to research, design and build a portable, interpretive display on woody debris for the US Forest Service

- Generating environmental educational programs for multicultural-cultural and at-risk youth for the White Center Youth Task Force

- Designing the educational component of a Washington State Department of Natural Resources contract with Wild Olympic Salmon to retrain displaced timber workers in stream restoration techniques.

- Project Coordination "With a Water View" -- designing and implementing a series of five water quality workshops for Jefferson County Cooperative Extension targeting professionals in
real estate development and sales. Topics include wetlands, shorelines, groundwater, streams and salmon, and landscaping with nature.

- Contracted by Resource Institute to design and implement a multicultural, environmental education project for at-risk youth with the Suquamish Tribe and Belief Academy,

- Research and writing curriculum, reports and government documents: i.e. an interpretive guide for the Nisqually Watershed for Gordon and Associates, *Educating for Action: More Success Stories from Puget Sound* for the Puget Sound Water Quality Authority and *Children of the Sound* an environmental education curriculum for at-risk youth for Resource Institute, Seattle WA.

- New Horizons Through the Humanities: I was hired by Edmonds Community College to design a humanities program for low income adults modeled on the Clemente Course.

**Volunteer Experience**

1975-76 \ **Archivist**, International Folk Art Museum, Santa Fe, NM

1977-79 \ **Founding Member, Teacher**, Mana Sarita Pre School, Estaca, NM

1979-80 \ **Archivist**, Northern New Mexico Community College, Espanola, NM

1983-84 \ Volunteer, Woodland Park Zoo, Seattle, WA

1984-85 \ Volunteer, Friends of the Columbia Gorge, Seattle, WA

1987-88 \ **Development Chair**, Women's Heritage Center, Seattle, WA

1988-89 \ **President**, Women's Heritage Center, Seattle, WA

1994-95 \ **Program/Education Chair**, Wild Olympic Salmon, Chimacum, WA

1998-99 \ **Community Consulting Project**, I assisted a Seattle non-profit, Teens in Public Service (TIPS) with organizational and program development issues.


2011-present \ **Board Member**, Fort Worden Public Development Authority

**Education**

1985 \ **BA Antioch University**, Seattle, WA

Environmental Studies. My program emphasized writing and facilitating in the environmental field, with particular attention given to "translation" of technical/scientific information into laymen's' terms.

This fall, I will graduate with an MA in Education from Antioch University in Seattle, WA. The focus of my work has been on grass roots and critical education, alternative learning and motivation with a particular emphasis on the non-traditional or marginalized student.

**Other universities and colleges attended:**

University of Washington, University of Texas at El Paso, University of New Mexico, Northern New Mexico Community College, College of Santa Fe.
October 29, 2017

Karolina Anderson and  
PDA Board Nominating Committee

Dear Committee:

This is to confirm my interest in serving another term on the Fort Worden PDA Board. I have enjoyed my past two years of Board service, I have great affection for Fort Worden and I believe that the PDA is doing great things. I am happy to help maintain and further the future of this important public asset. I believe that my experience and skills will continue to benefit the PDA mission.

I have lived in Port Townsend for seven years and in Sequim for 22 years prior. I am a practicing civil engineer, currently operating a one-person consulting business. In Sequim I owned Quadra Engineering with, at times, up to eight employees. We provided general civil and structural design for public and private sector clients. My work in PT is similar but smaller. My professional resume is attached.

I am married to Jane Albee, ARNP, who works for Jefferson Health Care. We have two grown and successful children. Our interests include family and friends, bicycles, fish, the outdoors and professional achievements.

I look forward to our November 6 meeting to discuss this application. While there, I would like to ask about Board member responsibilities and your take on what we are expected to contribute.

Thank you for your consideration.

Respectfully;

[Signature]

Harold T Andersen, PE  
1630 Walnut Street  
Port Townsend, WA 98368  
360 379-9117 home  
360 460-7311 cell  
htandersen@q.com
RESUME
HAROLD T ANDERSEN, PE

GENERAL

Mr Andersen has over 40 years of experience in the civil engineering profession. The majority of this time has been as a consultant in private practice. He has also worked for state and county government and served with the US Army Corps of Engineers.

Prior to opening Quadra SP in Port Townsend, Mr. Andersen was principal owner and founder of Quadra Engineering, Inc in Sequim. He and a partner operated this multi-employee business from 1991 to 2012. His current practice in Port Townsend is as a sole proprietor. Mr Andersen has numerous sub-consultant relationships for projects with special service needs.

PROFESSIONAL SERVICES OFFERED

- City and County permit process consultation and management
- Structural design for residences and small commercial buildings
- Site design for residences and small commercial buildings
- Water and sewer system design
- Storm water management design
- Construction management

EMPLOYMENT HISTORY

- Quadra Engineering, SP, Port Townsend, WA – Sole Proprietor, Professional Engineer 2012-present
- Quadra Engineering, Inc., Sequim, WA - Principal and Senior Engineer. 1991-2012
- Sverdrup Corporation, Bellevue, WA – Project Manager and Senior Engineer. 1987-1988
- State of Alaska, Departments of Fish & Game and Environmental Conservation. Engineer. 1974-1980

EDUCATION

- California Polytechnic University, Pomona
  B.S. in Civil Engineering, Academic Honors, 1971
- Numerous Short Courses and Professional Conferences

AFFILIATIONS & REGISTRATIONS

- Professional Civil Engineer
  Washington & California, active
  Alaska & Oregon, inactive
- American Society of Civil Engineers, Life Member
Gee Heckscher, Retired Preservation Architect
1301 53rd St.
Port Townsend, WA 98368
tel: 360-385-9036

Education: B Arch, University of Pennsylvania, 1962

Military Experience:
U. S. Marine Corps, Captain, combat engineer officer, Vietnam service. 1963 -1967


Professional Experience:
- Architectural Resources Group, San Francisco, CA Senior Associate 1997 – 2007

Professional Consulting Experience
- Architectural Resources Group, Consultant, 2007 – 2009
- Jefferson County Historical Society Research Center Addition, Volunteer Project Manager / Owner’s Representative – 2009 – 2011
- Emerald Queen Casino, Tacoma WA – addition to casino and new parking garages - assistance with construction administration services with ARG and Merritt ARCH - 2008

Community Experience:
- Portland (ME) Society of Art, Board of Directors, c. 1971 – 1974
- Portland (ME) School of Art (PSA) School Committee Member, c. 1975 – 1980
- Greater Portland (ME) Landmarks, Member, 1970 – 1980
- Gerstle Park Neighborhood Association, Member 1981 – 2007, Board Member c.1983 - 1986
- West Point Inn Association, Member 1998 – present, Board member 1999 – 2002, President - 2000
- Jefferson County Historical Society, Member - 2007 – present, Board member 2009 – 2012 - building committee, finance committee
- Port Townsend Historic Preservation Committee – Member 2007 – 2011
- Port Townsend Teardown, Bulk & Scale Advisory Committee – 2008
- Port Townsend School of Woodworking and Preservation Trades – Founding Board member – 2009 – 2016, Chair – 2013 - 2016
- Port Townsend Library Building Committee – 2011 – 2012
- Association for Preservation Technology – Northwest Chapter – Board member 2012 – present
Historic Personal Residences (rehabilitated):
- c. 1790 Maine farmhouse rescued from long-term neglect (co-owned with my brother) Louden Island, ME
- 1817 brick Federal style residence, Portland, ME – placed on National Register of Historic Places
- c. 1865 wood frame farmhouse, Peaks Island, ME
- 1909 Craftsman style residence, San Rafael, CA

Selected Construction Project Experience – rehabilitation projects:
- Bank of San Francisco banking hall rehabilitation - 1905/1907 Bank of Italy which became Bank of America
- Lou Henry Hoover House – Stanford University, 1919 – seismic upgrade of historic University President’s residence donated by Herbert Hoover
- Thoreau Center – Presidio of San Francisco – renovation of original 1898 Letterman Army Hospital to center for non-profits – first development project in Presidio National Park

Selected Architectural Project Experience
- Old St. Mary’s Cathedral (SF) - Seismic upgrade and rehabilitation of 1854 brick church
- Pasadena City Hall – Seismic upgrade (base isolation) and rehabilitation of 1927 City Beautiful project designed by Bakewell & Brown, Architects
- Calvary Presbyterian Church (SF) – Seismic upgrade and rehabilitation of 1908 brick church
- Yavapai Observation Center – Grand Canyon National Park 1920 – seismic upgrade and rehabilitation
- Ahwahnee Hotel – Yosemite National Park 1925 – life safety upgrades to the historic hotel
- West Point Inn – Mill Valley (Mt. Tamalpais) CA 1904 – seismic upgrade and restoration of historic tourist railroad station
- St Francis of Assissi Shrine (SF) – Seismic upgrade of 1867 unreinforced masonry church
- Portland (OR) Union Station – Partial reroofing, seismic upgrade and renovation of 1896 railroad station
- Jefferson County Courthouse (Port Townsend, WA) – reinforcement and rehabilitation of clock and bell tower of 1896 courthouse

Interests
- Running and hiking
- Sailing and rowing
- Local and architectural history
- Military history
- Transportation history (maritime, land, air)
- Home construction projects
Mr. Norm Tonina
Chair, Board of Directors
Mr. Dave Robison
Executive Director
Fort Worden Public Development Authority
200 Battery Way
Port Townsend, WA 98368

Dear Chairman Tonina & Executive Director Robison:

My purpose in writing is to express an interest in contributing to the mission of the Fort Worden Public Development Authority and the realization of the vision for a lifelong learning center. I understand from the most recent PDA board meeting, which I attended, that the Authority will be entertaining candidates for several board positions. I would be very interested in serving as a board member, or in another capacity such as a volunteer committee member.

I am very aware that it is unusual for someone who supposedly has no relationship to an organization to express interest in a board position, having served on numerous boards myself and chaired governance/nomination committees. That said, I believe I have experience and expertise to offer the PDA, which seeks to transform its board into more of a policy and strategically focused body.

My attached resume does not explain my connection or attachment to Port Townsend and Fort Worden. As an executive at Willamette University in Salem, Oregon, I discovered Port Townsend in 1991 and have returned to this fair town almost every year since. Fourteen years ago my spouse, Jen, and I decided that we would spend our retirement years in PT. As a result, we built a retirement cottage adjacent to Fort Worden thirteen years ago, with the intention of retiring within five years. We returned for three weeks in the summer and a week at Thanksgiving or Christmas every year, and my brother from Edgewood, WA, cared for the cottage and used it for weekend getaways. As circumstances happen in many careers, five years turned into twelve. It was not until last August 1, 2016, that Jen and I became permanent PT residents.

I have followed the State’s designation of Ft. Worden as a lifelong learning center and the creation and development of the PDA from afar and with great interest. It was about ten or eleven years ago that I met with a small group of PT citizens who were interested in launching a feasibility study for establishing a private liberal arts college at Ft. Worden, with a possible emphasis on environmental studies among other areas of study. The group
floated the idea of me serving as a consultant or lead for such a study. I discouraged the
group from pursuing the idea, unless there was the prospect of $30-$50 million in start-up
capital for building and renovation, foundational endowment, advance hiring of
administration and faculty for initial programs, marketing, student services, fund
development, etc. As one might expect, the idea did not progress from the initial dream,
although I was sorely tempted to throw myself into this ambitious endeavor.

You cannot imagine how pleased I was when I learned that Ft. Worden was to become a
lifelong learning center within the Washington Park System. I have witnessed through media
accounts, public notices, and websites the hard work, perseverance, creativity, and
accountability that have given rise to the PDA as it exists today. Strategic thinking, balanced
budgets, multi-year financial plans, capital master plans, leadership and staff recruitment and
development, well-considered risk-taking, and entrepreneurship seem to define the Ft.
Worden PDA as it now exists. The future appears very bright for the Park and the PDA
with initiatives such as “glamping” and Makers Square. I believe there are other compatible
possibilities that lie ahead, and I would be honored to be part of the future of Ft. Worden in
whatever capacity the Board and staff would deem appropriate.

Since my retirement last August, I promised myself a 1-year moratorium on board
involvement and volunteer activities. I needed this time to decompress from a somewhat
hectic career, and to get a better lay of the PT landscape. I am now ready to make selected
commitments in the community. The Ft. Worden PDA would be one of my top priorities
should the organization determine that I could be of service. In the meantime, I have now
volunteered as a Friend of Ft. Worden (trail maintenance is in my immediate future!), and
will give some time to Habitat for Humanity, having recognized that affordable housing is a
pressing need in our community. My spouse Jen and I have also become contributors to the
PT Marine Science Center, Jefferson County Historical Society, Centrum, Key City Players,
Rose Theatre, Northwest Maritime Center, and United Good Neighbors, as we decide where
we will regularly invest our philanthropic dollars in the future. And I should also say that I
am a proud owner of my first retirement project, a Pygmy kayak, which I built this spring
and summer and launched during the Wooden Boat Festival.

I would welcome the opportunity to meet with you both about a constructive role that I
might play on behalf of the Ft. Worden PDA, whether as a board member or as a volunteer
in some capacity. I have attached my resume along with a highlights summary of my first
sixteen years at Utica College. Please let me know if I can provide any additional
information.

Kindest regards,

[Signature]

Todd S. Hutton
Cell: 315.725.3219
Home: 360.385.0379
Email: thutton@utica.edu
TODD S. HUTTON

2309 Madrona Street
Port Townsend, WA 98368
Home: 360.385.0379
Cell: 315.725.3219
Email: thutton@utica.edu

President Emeritus & Trustee Emeritus
Utica College
Utica, New York 13502

EDUCATIONAL CREDENTIALS

Ed.D. Honorary Dong-Eui University, Busan, Korea, October 2007
Ph.D. Duke University, Durham, North Carolina, 1982
   Major Field: Education (with specializations in Sociology of Education, Comparative
   Education, and Foundations of Education)
   Major Field: Psychological Foundations of Education and School Psychology
A.B. Davidson College, Davidson, North Carolina, 1970
   Major: English
   Minor: History

SYNOPSIS OF PROFESSIONAL EXPERIENCE

2016-Present President Emeritus & Trustee Emeritus (honorary status in retirement)

1998 - 2016 President & CEO (& Member of the Board of Trustees)
   Utica College, Utica, New York (formerly known as Utica College of Syracuse
   University), an independent comprehensive medium-size university with 5,200
   students enrolled in 34 undergraduate liberal arts and professional majors and 25
   master's and first professional doctoral programs; including 12 online graduate and
   undergraduate programs. Utica College offers 25 Division III sports (14 of which
   have been added since 1999)

1990 - 1998 Vice President for Academic Administration, with faculty status
   Willamette University, Salem, Oregon, an independent university with 2,550 students
   enrolled in the College of Liberal Arts, School of Education (Master of Arts in
   Teaching program), Atkinson Graduate School of Management, and College of Law.

1986 - 1990 Executive Assistant to the President & Director of Institutional Research, with
   faculty status in the Master of Arts in Teaching Program, Austin College, Sherman,
   Texas
1982 – 1986  Director, Student Special Services and Disabled Student Services, with faculty status, Frostburg State University, Frostburg, Maryland

Spring 1982  Lecturer
Duke University, Durham, North Carolina

1974 – 1982  Instructor, Prison Education Program (while a doctoral candidate at Duke University), Durham Technical Community College, Durham, North Carolina

Orange Park High School, Orange Park, Florida

English Instructor, Adult and Community Education Program (part-time, evening)
Clay County School System, Orange Park, Florida

LEADERSHIP & SERVICE: HIGHER EDUCATION

Positions during Tenure at Utica College

Commission on Independent Colleges and Universities (of New York), Board of Trustees, 2000-2003 and 2010-2016; Chair of the Board, 2014-2016, Vice Chair/Chair-Elect, 2012-2014; Executive Committee member, 1999-2002, 2005-2008, 2012-2016; chair of the Regulatory Committee, 2010-2012. Also served as Secretary of the Board, Chair of Communications Committee and a Member of the Ad Hoc Subcommittee on the University of the State of New York. CICU provides services and represents to the state and federal governments 110 institutions (including large universities like Fordham, Cornell, and New York University, and small schools like Vassar, Colgate, and Utica College); CICU institutions include 490,000 students, 373,800 direct and indirect jobs, with a combined economic impact in New York State of $63 billion

Council of Governing Boards (NY), Board of Directors, 2014-16; the board represents the governing trustees and directors of 110+ NY independent colleges and universities; it’s purpose is to support the goals and initiatives of the Commission on Independent Colleges and Universities.

Council of Independent Colleges (CIC), national Board of Directors, 2008-11; Vice Chair, President’s Institute Program Committee; Member of the Investment Committee; Member of Strategic Planning Group, July 2001; Member of the Planning Committee for the CIC Project on “Educating and Graduating At-Risk Undergraduate Students, 2003-04; and Member of the Steering Committee for the CIC Project on the Future of Independent Higher Education (23 college presidents selected from throughout the country), 2014-16. CIC is a national association of more than 700 nonprofit independent colleges and universities that has worked since 1956 to support college and university leadership; advance institutional excellence; and enhance public understanding of private higher education’s contributions to society.

- Commission of Independent Colleges (U.S.), participant in meeting of 15 presidents with the Director of the U.S. Office of Drug Control Policy, Washington, D.C., Winter 2002
- Commission of Independent Colleges (U.S.), Strategic Planning Meeting, participant in meeting of 8 presidents with CIC and Consortium for the Advancement of Higher Education (CAPHE) staff to synthesize strategic planning results, Washington, D.C., July 30, 2001
National Association of Independent Colleges & Universities (NAICU), Board of Directors, 2010-13; Member of the Committee on Policy Analysis & Public Relations. The NAICU board includes 49 member presidents elected from among 900+ colleges and universities; the board sets the association’s agenda on federal higher education policy, actively encourages support of priorities and initiatives, and oversees the association’s financial administration. NAICU is the major national organization focused on representing private, nonprofit higher education on public policy issues in Washington, D.C.

New York Board of Regents Independent Sector Task Force on Program Approval, 2012; representing the Council for Independent Colleges and Universities.


Empire 8 Athletic Conference, Presidents Council, 2002-2016, Inaugural President of the Council, 2002-05. The conference when created included Alfred University, Elmira College, Hartwick College, Ithaca College, Nazareth College, Rochester Institute of Technology, St. John Fisher College, and Utica College.

Executive Leadership Academy Faculty Member, sponsored by the American Academic Leadership Institute, June 2012 & June 2013

Senior Leadership Academy Faculty Member, sponsored by the American Academic Leadership Institute, June 2011 & May 2013


Middle States Commission on Higher Education, Chair, Reaccreditation Evaluation Team for York College of Pennsylvania, 2005-06.

Positions Prior to Utica College

Presenter and Workshop Facilitator, Northwest Association of Schools and Colleges, Commission on Colleges, Evaluators Workshop, February 25, 1998; presentation and workshop facilitation with Ronald Daniels, President Emeritus, Blue Mountain Community College; Robert Smith, former Chair of the Commission and Provost Emeritus, Weber State University; and Joan K. Wadlow, Chancellor, University of Alaska, Fairbanks

M.J. Murdock Charitable Trust, Chair, Task Force on Transformational Assessment and contributor to the Task Force on Technological Transformation and Instruction, 1997-98

State of Oregon Degree Authorization Transition Team, Fall 1997

Northwest Association of Schools and Colleges, Commission on Colleges, Reaccreditation Evaluation Team for Focused Interim Self-Study, Bassist College, Portland, Oregon, October 1997

Northwest Association of Schools and Colleges, Commission on Colleges, Reaccreditation Evaluation Team, Seattle Pacific University, Seattle, Washington, April 1997
Rocky Mountain College, Billings, Montana, facilitator for trustee, faculty and administration planning retreat, October 1996; author of "Report on the Trustee-Faculty-Administrative Staff Retreat," November 1996, Billings, Montana

Northwest Association of Schools and Colleges, Commission on Colleges, Reaccreditation Evaluation Team, Alaska Pacific University, Anchorage, Alaska, April 1996

Pacific University, Pacific, Oregon, consultant on accreditation self-study process, April 1996

Marylhurst College, Portland, Oregon, consultant on accreditation self-study report, fall 1995

Western Baptist College, Salem, Oregon, consultant on accreditation self-study process, 1994-95

Institute for Continued Learning at Willamette University, Strategic Planning Committee, 1994-95

Northwest Association of Schools and Colleges, Commission on Colleges, Planning Group for Association's Annual Meeting, Fall 1994


Northwest Association of Schools and Colleges, Commission on Colleges, Reaccreditation Evaluation Team, Cogswell College North, Kirkland, Washington, April, 1992

Texas Association for Institutional Research, Board of Directors, 1986-90; President 1988-90, Vice President 1987

Amber University, Dallas, Texas, auditor of academic program, spring 1990

Southern Association of Colleges and Schools, Commission of Colleges, Reaccreditation Visiting Team, Faulkner University, Montgomery, Alabama, September 1989. Responsible for assessing compliance with institutional effectiveness criteria, including planning and evaluation methods

Southern Association of Colleges and Schools, Commission on Colleges, Reaccreditation Visiting Team, University of Richmond, March 1988. Responsible for assessing compliance with institutional effectiveness criteria, including planning and evaluation methods

Governor's and President's Committee on the Employment of the Handicapped, Pathways to Employment Regional Conference, workshop facilitator, Cumberland, Maryland, April 1984

LEADERSHIP & SERVICE:
CIVIC & COMMUNITY ORGANIZATIONS

Positions during Tenure at Utica College

Mohawk Valley Regional Economic Development Council, Board of Directors, 2013-16. Appointed by New York Governor Andrew Cuomo. MVREDC is a new 6-county alliance (one of 6 councils in NY State) created by the Governor with the purpose of developing an economic development strategic vision and plan for the "super region," to stimulate economic growth and job creation, and to compete for portions of nearly $1 billion annually
Economic Development Growth Enterprises, Inc. (EDGE), Board of Directors, 2000-2016; Member of the Executive (2005-2012), Business Development, Marketing, Ambassador, and Education committees. EDGE is the contracted economic development organization for Oneida and Herkimer counties in New York State. Among major initiatives has been the development and marketing of a computer chip fabrication site and facility, funded with approximately $400 million in state funds.

Central Upstate Regional Alliance (12-county economic development alliance), Board of Directors, 2006 to 2009. The Central Upstate Regional Alliance was a 12-county, public-private economic and community development consortium that preceded the creation of the Governor’s Regional Economic Development Councils.

Mohawk Valley Health System Board of Directors, 2014-16 and Faxton-St. Luke’s Healthcare System, 2004-2014. Member of Governance & Administration and Finance committees. MVHS is a merger of two health care systems that includes Faxton-St. Luke’s campus with 346 acute care beds, St. Elizabeth’s campus with 204 acute care beds, MV Heart Institute, St. Luke’s’ Home with 202 long-term beds, St. Elizabeth College of Nursing, St. Elizabeth Family Medicine Residency Program, Senior Network Health (Medicaid managed care program), Visiting Nurse Association, Dialysis Program with 6 outreach centers, Faxton Cancer Treatment Center, 25 primary and specialty care medical offices, 4745 employees, 77,976 emergency visits, 36,091 urgent care visits, 25,541 admissions, $521 million revenue.

Faxton-St. Luke’s Healthcare (hospital) and Mohawk Valley Network (system of health services), Board of Directors, Secretary of the Board, Chair of Governance and Ethics Committee, and Member of the Executive and Administrative Affairs Committee, Finance Committee, and Quality Care Committee, 2004 to 2014. (MVN was a $250 million organization with several subsidiary corporations; Faxton-St. Luke’s Healthcare includes a 340+ bed hospital.)

United Way of the Oneida & Herkimer Region, Board of Directors, 2000-10; Chair of the Board, 2008-10 and Vice President/Chair-Elect 2006-2008. Member of Strategic Planning Committee, 2000-2010. Instrumental in the 2010 creation of the Leadership Alliance for a Vital Community—a collaboration of the United Way of the Valley and Greater Utica, The Community Foundation of Herkimer and Oneida Counties, and the Mohawk Valley EDGE, the principal nonprofit economic development agency for the two-county region. The United Way raises over $3 million per year, implemented a program accountability and community impact strategy, and initiated discussions with the Community Foundation about coordination and eventual merger.

School and Business Alliance, Board of Directors, 1999-2016. The School and Business Alliance assists students in making successful transitions from school to careers and supports the development of a qualified workforce in the Mohawk Valley.

Mohawk Valley Chamber of Commerce, Board of Directors, Member of Economic Development Committee, 1999-2007.

Griffiss Institute for Information Assurance, Inaugural Board of Directors, 2002-2007; Chair 2004-06 and Vice Chair 2002-2004, Co-Chair of the Organizing Team, 2000-2002. (Mission: “To be a world renowned information assurance institute dedicated to the application of research in new and existing security and vulnerability assessment technologies to ensure protection of public and private information systems and infrastructure in the USA”); received $4.5 million in state funding for start-up.
The Genesis Group, Inc., Founding Member and Director Emeritus, Member of the Inaugural Board of Directors, 2001-05. Genesis is a non-profit civic organization that unites business and community leaders working to advance regional economic, social, and cultural interests, and to foster unity and cooperation in the Mohawk Valley region.

Boy Scouts of America, Revolutionary Trails Council, Member of the Learning for Life Steering Committee, Fall-Winter, 2004-05

Central New York Community Arts Council, Board of Directors, Vice President, Member of Stanley Theatre Restoration Committee and Strategic Planning Committee, 1999-2004

Utica Symphony, Board of Directors, Co-Chair of Membership Committee, 1999-2003

**Positions Prior to Utica College**

Salem Chamber Orchestra, Inc., Board of Directors, Chair of Management Committee, Member of Development Committee, 1991-96

Salem Convention and Visitors Association, Board of Directors, 1997-98

Oregon State Fair and Exposition Center, Business Advisory Committee, spring 1997

City of Salem, Task Force on the North Downtown Master Plan (Willamette University's representative), 1996-97

City of Salem, Task Force on the Riverfront/Downtown Core Area Master Plan (Willamette University's representative), 1995-96

Today's Choices: Tomorrow's Community, Inc., Vice President, Chair of Fundraising Committee, Member of the Steering Committee, and Charter Member of the Board of Directors for this regional organization which served as a catalyst for community collaboration and development, 1993-98

Salem Theatre-Auditorium Group Enterprises, Inc., (STAGE, Inc.), Chair of Board of Directors of nonprofit corporation which owns and operates the city's historic theatre/performing arts center, The Elsinore Theatre, 1992-98

Salem (OR) Mayor's Joint Planning Committee for Community Auditorium Facilities, Chair, 1991-1992; appointed by Mayor of Salem to mediate an agreement between two competing community organizations

Salem Area Chamber of Commerce, institutional representative & member of Local Government Committee, 1991-92

Salem Downtown Rotary, 1990-91

Other local memberships and volunteerism:
Friends of Opal Creek
NAACP, Salem-Keizer Chapter
Oregon Natural Resources Council
Sherman, Texas

Texas Council of Community Mental Health and Mental Retardation Centers, Member of Board of Directors, Chair of Business Committee, and Member of Public Information and Education Committee and Steering Committee for development of a Technical Assistance Center to serve 31 centers.

Mental Health and Mental Retardation Services of Texoma, Member of Board of Trustees, Vice Chair of Board, 1989-90, Chair of the Personnel Committee, 1987-90.

Other local memberships and volunteerism:
NAACP, Grayson County Chapter
Sherman Chamber of Commerce
Red River Historical Museum volunteer
United Way, consultant on strategic planning and volunteer

Frostburg, Maryland

Allegany County Historical Society
Allegany-Garrett County Committee on Employment of the Handicapped (MD)
Frostburg Community Theater
Maryland Conservation Foundation
NAACP, Allegany Chapter
Sierra Club, Western Maryland Group, founding member, Chapter Chair and Conversation Chair
Western Maryland Coalition for the Disabled

PUBLICATIONS & PRESENTATIONS

“The President & Financial Management and Planning,” Presentation and 4-hour workshop at the Executive Leadership Institute of the Tennessee Independent College and University Association, November 9, 2016; presented with Dr. Margaret Drugovich, President, Hartwick College; invited to present at the 2017-18 Executive Leadership Institute in March 2018.


“Brave New World & Entrepreneurship in the Changing Landscape of Higher Education,” Executive Leadership Academy, sponsored by the American Academic Leadership Institute, June 20, 2013.


“International Considerations: Branch Campuses, Strategic Partnerships, and Risk Management,” Concurrent Session with William J. Carroll, President, Benedictine University (IL); David G. Horner, President, American College of Greece; and Elizabeth J. Stroble, President, Webster University. Council of Independent Colleges Presidents Institute, January 5, 2013.


“Rethinking the Business Model: Responsibilities for Governing Boards,” Panelist with Austin Ligon, Board of Visitors, St. John’s College, and AGB Director; Sidney Ribeau, President, Howard University; Holden Thorp, Chancellor, University of North Carolina at Chapel Hill; James Wagner, President, Emory University; Jane Wellman, Executive Director, National Association of System Heads & Founding Executive Director of the Delta Cost Project on Postsecondary Education. Moderator: Gwen Ifill, Managing Editor, Washington Week, and Senior Correspondent for the PBS NewsHour. 2012 National Conference of Trusteeship, April 22, 2012.


“What Aspiring Provosts and Vice Presidents Should Know from a President’s Perspective: Care and Feeding of Trustees and Other Sundry Expectations,” Senior Leadership Academy, sponsored by the American Academic Leadership Institute, June 8, 2011.


“New Business Models for Smaller Colleges: Modes of Delivery, Structural Change, and Entrepreneurship,” Workshop Co-Presenter with Michael S. Bassis, President, Westminster College (UT); Margaret L. Drugovich, President, Hartwick College; Thomas R. Kepple, President, Juniata College; Theodore E. Long, President, Manchester College; Jo Young Switzer, President, Manchester. Council of Independent Colleges Presidents Institute, January 6, 2010.

“Emerging Best Practices in President-Trustee Relations,” Presentation with Ann Die Hasselmo, President, American Academic Leadership Institute; Theodore E. Long, President, Elizabethtown College; Tim Summerlin, President, Schreiner University. Council of Independent Colleges Presidents Institute, January 4-7, 2009


“Make Education more affordable” Guest Editorial, guest column on affordability of higher education, Observer-Dispatch (daily newspaper), March 10, 2007; online edition: http://www.universitybusiness.com/viewarticle.aspx?articleid=1176


“We have resources to foster change,” Guest Editorial on strategic change, Observer-Dispatch (daily newspaper), October 22, 2006, p13A.

“The Heart of Information Technology,” Keynote Address, 2005 Consortium of Liberal Arts Colleges, Davidson College, June 16, 2005


“Winning must not be ‘the only thing’ ” Guest Editorial on education and sportsmanship), Observer-Dispatch (daily newspaper), January 16, 2005.

“Athletics should take higher road,” The NCAA News Online, January 31, 2005


“Let state officials know education is a priority,” Guest Editorial, Observer Dispatch (daily newspaper), January 31, 2003, p. 9A.


We are Not Civic Ostriches!, State of the College Address, Utica, NY: Utica College, September 7, 2000. We are Not Civic Ostriches!, State of the College Address, Utica, NY: Utica College, September 7, 2000.


Miscellaneous presentations to community groups, 1998-2015:


Keynote Address, New York Mills Honor Society Induction, April 20, 2105

“Daughter, Disability & Disbelief: Perspectives of a Parent or A Daughter’s Triumph & a Father’s Failure,” Invited speaker, Utica College Access Workshop, June 2009

“Continuing Our Commitment Toward Racial Justice,” Panel Presentation with Phil Benson, community activist; Lisa Beratta, Oneida County Assistant District Attorney; Alene Hernandez, Sergeant, Utica Police Department; Bobby Holmes, Community Educator; and Kay Lanaux, Community Activist. YWCA Symposium, November 20, 2008.


“Life Beyond High School,” speech to the New Hartford (NY) Kiwanis and high school award winners, May 23, 2001

“We are not what we are but what we are capable of being,” speech to the East Utica Optimists Club, Utica, NY, May 19, 2001


“This ain’t right! or Know Your Values and Have the Courage to Act Upon Them,” speech to the New York Mills (NY) High School Honor Students, March 27, 2000

“The Business of Football,” presentation to the General Meeting of the Mohawk Valley Chamber of Commerce, September 22, 1999

“Celebrating 100 Years: The Centennial of Utica University (a Look Into the Future),” presentation to the Oneida County Historical Society, September 21, 1999

“The Economic Impact of Utica College,” panel presentation to the Presidents’ Council of the Mohawk Valley Chamber of Commerce, April 19, 1999

“Three Sisters & Friends: She Flies With Her Own Wings,” (a presentation on the geography and history of Oregon), GeoTalk Series presentation, Utica College, November 12, 1999

“Bridging Boundaries for the Transformational Use of Assessment and Information Technology: Emerging Models for Regional Collaborations.” Paper and presentation accepted by jury for delivery with Dr. Martin Ringle, National Conference of the Society for College and University Planning, Vancouver, British Columbia, July 1998. (Presentation was not made due to my appointment as Utica College’s President).


"CEOs Beware! Do you know where your technologies are tonight?" Presentation at the EDUCOM '95 National Conference, Portland, Oregon, October 1995.


"Connections Between Planning and Assessment," Presentation with Barbara Lawrence, Director of Institutional Research, Idaho State University, and Linda Gerber, Assistant Director of Special Programs, Mt. Hood Community College, at the Northwest Association of Schools and Colleges, Commission on Colleges, Annual Meeting (Theme: "Vital Connections Between Mission, Institutional Planning and Assessment), Bellevue, Washington, December 1994.


"At WITS End: The Integration of Technologies at Willamette." Presentation at NorthWest College and University Council for the Management of Educational Technology, March 1993

"Internal Support and Building a Research Agenda." Panel presentation with Richard A. Scanlan, Dean of Research, Oregon State University and Jeff Wright, Director, Sponsored Projects, California State University-Chico at the National Council of University Research Administrators, Region VI Spring Meeting, April 1993.


"Comprehensive Approach to Accreditation." Presentation at Workshop on Accreditation and Institutional Self-Study, Northwest Association of Schools and Colleges, November 1992


"College Success for the Learning Disabled Student." Presentation at Maryland Orton Dyslexia Society Conference, Baltimore, Maryland, March 1986.


INSTITUTIONAL REPORTS, STUDIES AND GRANTS


*Willamette University, 1990-96: Interim Report for Reaffirmation of Accreditation.* Chair of the Self-Study Committee and co-editor of the report submitted to Northwest Association of Schools and Colleges, Commission on Colleges, March 1996.


"Building a University Assessment Program." Author of a funded Hewlett Presidential Discretionary Grant, February 1995.

"Willamette University Library Resources Access Project." Contributor to the proposal and director of a $326,000 project funded by the M. J. Murdock Charitable Trust, June 1993.

"The Elsinore Theatre: A Community and Performing Arts Center for Salem." Co-author of a grant proposal funded by the Meyer Memorial Trust for $400,000, March 1993.

"To Renew and Strengthen Learning and Teaching at Willamette University." Contributor to the proposal and director of a $1 million project for integrating instructional technology into the curriculum and improving library resources, August 1991.


"Proposed Austin Teacher Program Redesign." Co-author with Virginia Pierce, Tom Baker, Barbara Sylvester, and John White, Austin College Education Department, December 1989.


"The Disabled Person in Higher Education." Faculty development grant funded by the Frostburg State University Faculty Development Center and the Board of Trustees of the State Universities and Colleges of Maryland. Frostburg, Maryland, November 1983.

"Special Services for Disadvantaged Students." Grant proposal funded by U.S. Department of Education, Postsecondary Education, Division of Student Services. Frostburg State University, Frostburg, Maryland, December 1983.

**TEACHING EXPERIENCE**

*Utica College*

*Foundations of American Education* (EDU 521) Co-instructor. An examination of American public education. The course includes organization, finance, administration, curriculum, and current issues and requires the development of a professional portfolio and 20 hours of fieldwork.

*Willamette University*

*World Views: The Making of the Modern World* (ISB 123, freshman seminar) A seminar-centered course designed to explore the constitution of a worldview and its relationship to the modern world. Interdisciplinary in focus, emphasizing critical discussion and critical writing, the course will draw upon the varying approaches to inquiry within the University. The course provides an understanding of the sources on contemporary modes of thought, the ways we develop a concept of ourselves. The theme for the period 1991-92 to 1994-95 has been the cultures of Latin American.

*Introduction to Teaching* (EDUC 205) A study of teaching through field studies, simulations, practica, and readings. Includes involvement in the public school classroom. Evaluation made by student, peers, and faculty on the student's potential as a teacher.

*Austin College*

*Contemporary Policy Studies* (CPS 78, upper division course) This program/course involves investigation of current issues confronting society for purposes of analyzing, evaluating, and formulating policy alternatives. CPS courses fulfill the exploration dimension of the curriculum concerned with social
policy, values, and decision-making. Under faculty guidance, groups of students engage in multi-
disciplinary studies to deal with real problems and develop recommendations for
resolution and improvement. A problem-solving model is utilized by teams of students, faculty, and
resource persons. Examples of topics include violence, affirmative action, health care, and peace and
conflict issues. Special attention is given to ethical considerations, collaborative learning, group decision-
making processes, community involvement, and responsibility of students for their own learning.

*Research and Synthesis in Education* (ED 598, master's level course) Designed to provide the student an
opportunity to become acquainted with and evaluate the research in the teaching of one's academic field
or area of specialization, to become familiar with descriptive and inferential statistical methods, to
synthesize research findings and theory in an individual project, to conduct course- and curriculum-based
"action" research, and to use the results of the research for teaching and curriculum improvement.

Other Courses Taught at the College or University Level: *Contemporary Problems and Issues of
Education, Utopian Visions of Education, Introduction to Psychology, Business English*

**ACADEMIC & OTHER HONORS**

- Oneida County Historical Society, Richard W. Couper Living Legends Award, October 2016
- Congress of the United States Proclamation celebrating 18 years as President of Utica College
  and the community
- Dean Robert Woods Student Life Award, Utica College, April 2016
- Pursuing Liberty in the Face of Injustice Honoree, Utica/Oneida County Branch, NAACP,
  Freedom Fund Annual Dinner, November 2015
- Genesis Group of the Mohawk Valley, Education Distinguished Service Award, Fall 2015
- Genesis Group of the Mohawk Valley, The Memorial Joseph Carucci Community Appreciation
  Award, October 2014
- Genesis Group of the Mohawk Valley, Education Hall of Distinction, November 2008
- Honorary Alumnus awarded by the Utica College National Alumni Council, October 2008
- Congress of the United States Proclamation celebrating 10 years as President of Utica College
- Honorary Ed.D. Degree, Dong-Eui University, Busan, Korea, 2007
- 2005 National Sportsmanship Day Sports Ethics Fellow, honored by the Institute for International
  Sport
- Phi Kappa Phi Honor Society, 1972
- Kappa Delta Pi Honor Society in Education, 1972
- Duke University Graduate Assistantship, 1974-76
- Duke University Research Award, 1974

*Rev. Oct 2017*
Office of the President

Sixteen Years of Growth 1998 – 2014

- Utica College’s economic impact on the community and workforce is significant. Today, the College employs a total of 742 employees (401 full time jobs and 341 part time jobs). This represents job growth of more than 50 percent over those numbers in 1998 when the College employed a total of 360 employees, 243 of whom were full time and 117 of whom were part time. Of these, over 90 percent are from New York State and reside in the Mohawk Valley. In 2014, the College made possible another 169 jobs for those working on the College campus in areas such as food service, custodial, maintenance, grounds, and safety.

- Utica College expends (direct and indirect expenditures) over $106 million in the local area. Our total estimated economic impact is nearly $300 million in spending annually. At the same time, the economic, political, and educational environment in the local community has an equally important impact on Utica College, its programs, and its plans for the future.

- More than 7,500 of our 24,000 of Utica College alumni live in the city of Utica and nearby surrounding communities of the Mohawk Valley. Our alumni are increasingly involved with their alma mater, and Utica College is perceived as a progressively robust institution that offers broader academic programs and co-curricular activities in improved facilities on a mature, residential campus.

- Between 1998 and 2014, student enrollments grew by more than 104 percent from 1,973 students to 4,028 students (Fall 2013), and we continue to have robust student enrollment levels, even at a time when other colleges and universities are struggling to enroll and retain students.

- The College attracts 73 percent of our students from New York State; of that number, about 46 percent are from Oneida, Herkimer, and Madison Counties. In addition, the College enrolls approximately 1,000 students each year from outside the immediate area, students who are potential new citizens, employees, and future leaders for the Mohawk Valley.

- Utica College faculty members have designed and inaugurated more than 30 new undergraduate and graduate programs, redesigned existing programs to meet the changing expectations of society, the changing requirements of the professions, and the learning needs of students. The College has gained national and international recognition for programs and research in fields as diverse as human rights, history, economic crime investigation, and cybersecurity. Two prestigious designations of “National Center of Academic Excellence,” one by the Department of Defense, and the other by the Department of Homeland Security are examples of the high regard with which our programs in cybersecurity are held on the national level.

- The College has reconfigured and introduced new and improved academic support services, and an Office of Student Financial Services, which allows students to resolve issues related to financial aid and billing in one location.

- The Co-generation facility in partnership with Faxon-St Luke’s Healthcare began supplying electricity to both campuses in 2009. Utica College anticipates that this facility will provide 75 percent of its power more reliably at a cost savings, and electricity costs will be cut by as much as 10 percent. This project was the first of its kind in New York State and is widely recognized as ground-breaking.

1600 Burrstone Road • Utica, NY 13502-4892
Voice: 315.792.3222 • Fax: 315.792.3360
www.utica.edu
The growth of the campus from the architectural standpoint has given rise to an increased level of awareness of the dynamic nature of Utica College’s academic and research presence. This can be seen in our signature educational programs of Physical Therapy, Occupational Therapy, and Nursing (F. Eugene Romano Hall), Economic Crime and Cybersecurity (Economic Crime, Justice Studies, and Cybersecurity building), and Public Relations/Journalism (Professor Raymond Simon Convergence Media Center), Business and Economics (state-of-the-art Trading Room), and the natural sciences (renovation of five teaching and research laboratories in the Gordon Science Center). The College has constructed nine buildings during the past 16 years and will construct two additional facilities during 2014-2015, in addition to major renovations. In 2014 alone, renovations totaled $4 million.

The College’s institutes and centers, notably the Economic Crime Institute (ECI), the Center for Identity Management and Information Protection (CIMIP), and the Human Rights Advocacy Program (HRAP) elevate Utica College’s reputation and profile in national and international arenas.

Programs such as the Institute for Excellence in Education, the Mohawk Valley Center for Economic Education, and The Mohawk Valley Writing Project strengthen the College’s identity in regional professional circles.

Located in the Clark City Center Building in downtown Utica, Utica College’s Online School offers an accredited online Certificate, Bachelor’s, Master’s, and Doctoral degree programs. The College’s Strategic Plan projects growth in online students from our current 1,704 students to 5,000 students over the next five years. With this growth will come additional growth of staff at Clark City Center.

To Come:

Utica College has accomplished a wide range of capital upgrades and improvements. Some are already enhancing students’ educational experiences and overall quality of life on campus. Others, which represent a significantly greater investment by the College, will have a positive impact in the near future. Two such projects are in their planning phases:

The Intercollegiate Sports, Fitness, and Recreation Center ($8.5M) will be a permanent air-supported dome of approximately 135,000 square feet. Located on the campus football practice fields adjacent to the Charles A. Gaetano Stadium, the “Dome” will support the growth of Utica College’s intercollegiate track and field program, the implementation of two new educational programs, and fitness and general recreation activities. When not in use by the College, this facility will be made available to the surrounding community for a variety of special events and physical fitness activities, such as the American Heart Association’s Heart, Run, and Walk. We expect this facility to come into service for the start of the 2015-2016 academic year.

The Utica College Welcome Center ($1.3M) will showcase the College’s Admission Offices, which is generally the first stop for visiting families. This new building will be located close to the College’s Burrstone Road entrance where it will be more accessible to students and their parents. This will be a warm and inviting space designed to reduce the anxiety of the admission process for families. Larger interview rooms will better accommodate meeting with both parents, the student and the counselor, and therefore, interviews that are more conversational.
Addressing High-Growth Areas of Employment in the Mohawk Valley Region:

Utica College is investing in higher education programs that prepare the workforce for a host of high-demand careers, including health care, science, technology, cybersecurity, and more. These investments will ultimately contribute to the region’s economic growth and prosperity. The College offers several programs in each of these areas, and in others, all of which make significant contributions in our community and region:

- **Health Care Workforce Development**
  More than one-third of Utica College’s student body (some 1,700 students) pursue careers in nursing and in the health disciplines of occupational therapy, physical therapy, therapeutic recreation, gerontology, health studies, and psychology-child life. Strong partnerships with health care providers in the community provide comprehensive clinical experiences for these students.

- **Nursing Program**
  The only basic nursing baccalaureate degree program in a 50-mile radius, nursing is among the top undergraduate majors at Utica College as measured by enrollment (676 students in Fall 2013). Our suite of nursing programs include a campus-based undergraduate program, an Online RN to BS program, and an Accelerated Second Degree Nursing (ASDN) Program targeted for career-changers.

- **The Accelerated Baccalaureate Nursing Degree** (Accelerated Second Degree Nursing, ASDN) introduced in 2013, addresses the nationwide nursing shortage. This program offers students with a bachelor’s degree in a non-nursing field the chance to finish nursing school in just 16 months. This program is one of the first in New York State. In July 2014, the College launched the ASDN program in St. Petersburg, Florida, to address the rising shortage of nurses across that state.

- **Cybersecurity**
  One of the most comprehensive in the nation, the College’s cybersecurity program offers the most extensive coursework in digital forensics and investigation currently available in an innovative, multidisciplinary program that provides the critical skills needed to succeed in this highly specialized profession.

  - Utica College is one of only a handful of colleges to offer a *master’s program in specialized cybersecurity*. In 2013, the College added a third specialization option for students in this program, *cyber operations*, to address the needs that are critical to intelligence, military, national defense, corporate and law enforcement organizations. The other specializations include *computer forensics and intelligence*, and are offered online with residencies at the Utica campus.

  - In 2014, the College was designated a *National Center of Academic Excellence in Information Assurance and Cyber Defense Education by the National Security Agency and the Department of Homeland Security*. This places Utica College among the elite colleges and universities with cyber security curricula, faculty and facilities that meet or exceed stringent national criteria. Also, Utica College is only the seventh institution of higher learning in the country to earn a *National Center for Digital Forensics Academic Excellence designation from the Defense Cyber Crime Center (DC3), A U.S. Department of Defense Agency*.
• **Economic Crime and Justice Studies**
Utica College is home to an internationally respected suite of economic crime and justice studies programs, where economic crime majors are taught by a remarkably accomplished professional faculty, using the industry's most current tools and techniques. Students have access to advanced technologies available in the college's state-of-the-art Economic Crime, Justice Studies and Cybersecurity facility.

  o Utica College is home to the *Economic Crime Institute (ECI) and the Center for Identity Management and Information Protection (CIMIP)*, the latter having won national attention for its landmark study of closed Secret Service identity theft cases. The ECI supports education and research in economic crime and information security while offering a reliable resource for innovative solutions to corporate, government, and law enforcement entities.

  o *The Northeast Cyber Forensics Center (NCFC)* at Utica College is a partnership of academic, government, and private sector resources that collaborate to provide cutting-edge research, development and service in the field of digital forensics, and the operation of a state-of-the-art computer crime laboratory as well as a business incubation component.

• **Business and Economics Programs**
Innovation and an entrepreneurial focus distinguish the College’s programs in Business and Economics. Undergraduate programs in accounting, business and economics, and MBA programs in professional accountancy and economic crime and fraud management prepare students for careers in business, government, not-for-profit management, public accounting, and education.

• **Entrepreneurial Focus**
Through its Business and Economics Programs, Utica College is exploring partnership opportunities with national organizations, local businesses, and other colleges and universities to help student entrepreneurs build, incubate and launch business ideas and turn them into revenue-generating enterprises.

• **The Mohawk Valley Center for Economic Education** helps local school districts integrate economics in their curricula by providing training for local teachers in both economic content and pedagogy.

• **Risk Management and Insurance Program (RMI)**
Established in 2008 with guidance of insurance business professionals from the region, the RMI program major gives an integrated perspective on the full range of risk faced by a firm, its employees, and its clients. RMI prepares students for a broad range of careers in the insurance industry, at insurance and employee benefit firms, not-for-profit organizations, governmental agencies, and corporations.

• **Construction Management**
Guided by an advisory committee of construction industry leaders from the Mohawk Valley, this program combines the study of fundamental management techniques with real-world learning to prepare graduates for careers in the growing field of the management of construction projects.
- **New York Reporting Project at Utica College (NYRP-UC)**
  One of the first college-based non-profit news sites in the nation, the NYRP-UC contributes to the cultural and civic vitality of the Mohawk Valley by informing New York’s citizens about important public issues and communities throughout the state.

- **Young Scholars Liberty Partnerships Program (YSLPP)**
  This long and successful partnership between Utica College and the Utica City School District helps minority and disadvantaged students in grades 7-12 to stay in school, earn a New York State Regents’ diploma with Advanced Designation, and pursue higher education. Now in its 22nd year, the program provides year-round academic remediation and social and cultural enrichment to about 350 at-risk students each year.
October 18, 2017

Ms. Karolina Anderson  
Executive Coordinator  
Fort Worden PDA  
200 Battery Way  
Port Townsend, WA 98368

Dear Ms. Anderson:

I am submitting this letter of interest to serve on the Fort Worden Public Development Authority (PDA). Attached per your request is a biographical sketch. My wife Julie and I currently live in Port Ludlow. I just completed a five-year term on the Port Ludlow Village Council. My interest in serving on the PDA stems from my significant educational background and experience. In particular, I am attracted to PDA's lifelong learning mission. My life has been devoted to the education of young people as well as participating in a number of adult training sessions and seminars.

My expertise is in the area of hospitality service, accounting, human resource management and hotel and restaurant operations. I note that you are seeking individuals with restaurant management experience. I have had both food service education and experience in operations. In addition, I hope you might find my background as an academic administrator and faculty member attractive.

My intention is to be of service to PDA as required by the appointment. Please feel free to contact me for additional information on my qualifications.

Best wishes,

Terry Umbreit  
161-5 North Bay Lane  
Port Ludlow, WA 98365  
509-592-3531
BIOGRAPHICAL SKETCH
W. Terry Umbreit, Ph.D.

Terry Umbreit is a current resident of Port Ludlow. He and his wife, Julie, have lived in the area since 2012. They have owned property in the area since 1999. Terry just completed five years on the Port Ludlow Village Council, and was a two-year term Past President. He is currently the President of the Rotary Club of East Jefferson County.

Prior to arriving in Port Ludlow, Terry was Director of the Kemmons Wilson School of Hospitality and Resort Management at the University of Memphis. He spent 24 years as Director of the School of Hospitality Business Management at Washington State University. His industry experience includes six years as a Consultant for Pannell Kerr Forster in Chicago, and five years as a Food Administrator at Northern Illinois University. While at Washington State University, his research focused on human resource and leadership issues in the hospitality industry. He published a number of articles in academic journals on performance appraisal systems, multi-unit management job definition in the quick service restaurant segment, and the identification of outcome measures of performance. He taught for a number of years courses in hospitality managerial accounting with emphasis on both hotel and restaurant operations.

Terry received his Ph.D. in Higher Education at Washington State University; M.S. in Business Management at Northern Illinois University; and BA Degrees from Michigan State University in Hotel, Restaurant and Institutional Management and DePauw University in History.
MEMO

DATE: October 12, 2017

TO: Peter Herzog, Assistant Director
    Mike Sternback, Assistant Director

FROM: Dave Robison, Executive Director
      Diane Moody, Chief Financial Officer
      Larry Sammons, Facilities Director

RE: 2017 WSP/PDA Partnership Request

This memo serves to summarize and outline next steps for moving forward on the discussion that staff from WSP and PDA had at WSP headquarters on October 11. The PDA proposes a number of partnership requests under the following topics:

1. Proposed amendments to the WSP/PDA Master Lease
2. Proposed process and financial support for the May 2018 Maintenance Transition
3. Proposed review and approval process for Glamping project
4. Proposed KPTZ Radio Station partnership and timeline

1. Proposed amendments to Master Lease

WSP and the PDA have been working on a number of amendments to the master lease for over the past year. We would like to finalize these and have them approved by the Commission at the earliest possible date. Attachment 1 includes draft amendments under consideration as well as some internal comments from the PDA regarding the intent of the proposed amendments.

Request: We respectfully request a timeline for WSP review and finalizing proposed amendments including a meeting date to take to the Commission for its consideration.

Timeline: The lease boundary amendments for the radio transmission tower and the glamping development are the most urgent of the proposed amendments. We have been working on development projects in the proposed expanded lease areas. If there are any concerns about these two amendments, we would appreciate a written reply by as soon as possible to avoid investing further time and resources into these two projects.
2. **2018 Maintenance Transition Proposal**

Section 8.1 of the master lease stipulates that on May 1, 2018 all maintenance responsibilities for the leased campus area will be at the sole cost and responsibility of the PDA. The PDA has significant concerns that it can bear the full costs of all maintenance responsibilities for the first three years of a maintenance transition. The 2008 Fort Worden Business and Operating Implementation Plan (Plan) acknowledges in its alternative operating scenarios for the Fort Worden Lifelong Learning Center “where WSP is engaged in either partial or full management services with a non-profit managing entity, revenues and expenses will be shared disproportionality for the purpose of controlling and potential reducing annual operational funding requirements from the state, and managing a break even operation for the new managing entity” (p.80).

The current partnership/master lease agreement between WSP and the PDA is a hybrid of three of the proposed alternative operating scenarios contained in the Plan. Each of the Plan alternatives anticipated the need for a Management Agreement whereby WSP would make an annual contribution to support the operations of the Fort, which would predominantly be focused on maintenance of the facilities. Outlined in the Plan for years 5, 6 & 7 the annual contribution would range from $150K to $500K, or from 900K to approximately $1.5M total over the three years.

**Request:** The PDA proposes that WSP and the PDA enter into a management agreement that describes the maintenance responsibilities of the PDA over the next three years. The agreement would include a financial contribution of $250K a year towards the PDA’s maintenance responsibilities for three years. The agreement would also provide the necessary equipment and tools necessary for the PDA to undertake the maintenance agreement. In addition to the maintenance agreement, WSP would agree to a building transition timeline to transfer building into the PDA’s campus area for its use and rehabilitation. Details of the PDA Maintenance Transition Request are included as Attachment 2.

**Timeline:** Given that we need to approve our 2018 budget at the PDA monthly board meeting on December 18th, we request a decision on the WSP financial contribution and management agreement by December 8.

3. **Glamping Proposal**

The PDA has secured a small grant to undertake a feasibility study to develop a glamping project in the north central part of the campus. The project study indicates the glamping proposal is financially sound and should increase the revenues to the Fort as well as add a new accommodation type to the Fort's hospitality portfolio.

**Request:** As part of the master lease amendments, the PDA has proposed an expansion of the lease north to the road on Artillery Hill (Battery Way East). This would allow the glamping area to take advantage of the road access on Hill area 4 (identified as H-4 on pad map). In the interim, the PDA has requested a right of entry permit application to undertake clearing of brush outside of its current lease area in order to prepare a final site development plan for WSP review. Alex McMurray toured the area today with Larry Sammons and approved the limits of the clearing and vegetation removal in our lease area. Details of the glamping proposal are included as Attachment 3.
Timeline: The PDA will commit to completing a final site development plan for WSP review by December 1. We request WSP review and approval, as may be conditioned or amended, by the end of the year. The PDA anticipates completion of the first phase of the project (includes bath house, infrastructure improvements and up to ten canvas tent structures) to be operational by May 15, 2018.

4. KPTZ Radio Station Proposal

KPTZ is interested in moving its broadcasting operations to Fort Worden and becoming a programming partner to further the Lifelong Learning Center mission. In partnership with the PDA, KPTZ proposes to install a new transmitter on Artillery Hill in the general area of the 1906 army transmitter site. The PDA has requested an amendment to its master lease to add a parcel of the Artillery Hill property for the transmitter site and also include the former army radio building (Building 414) in the lease area. KPTZ would be responsible for the renovation of Building 400 for interpretive displays and the total cost of installing the new transmitter (estimated at approximately $200K). In addition, KPTZ is interested in securing a lease for approximately 2,000 square feet in the renovated Building 305 as a new tenant in the Makers Square redevelopment. KPTZ would be responsible for all tenant improvements in Building 305 (estimated at approximately $200K).

More information regarding the KPTZ proposal is included in Attachment 4.

Request: Allocate WSP staff to work with the PDA and KPTZ on the design, planning and engineering for the installation of power and fiber cables from the central campus to the transmitter site as well as identifying and documenting any necessary easements or amendments and exhibits to the master lease.

Timeline: KPTZ loses its current tower transmission location in 18 months. Time is of the essence to obtain the necessary FCC license and other approvals needed to install the transmitter.

Attachments:

Attachment 1: Master Lease Amendments
Attachment 2: Maintenance Transition
Attachment 3: Glamping
Attachment 4: KPTZ MOU
WASHINGTON STATE PARKS AND RECREATION COMMISSION
Don Hoch, Director

FORT WORDEN STATE PARK

Second Amendment to Lease Master Lease

This Second Amendment to the Master Lease (the “Lease”) is made by and between the Fort Worden Lifelong Learning Center Public Development Authority, a Washington public authority chartered by the City of Port Townsend under authority of State law and City ordinance (“Tenant and/or Lessee”) and the Washington State Parks and Recreation Commission (the “Commission”).

RECITALS

A. Whereas the Commission leases to the Lessee a portion of Fort Worden State Park, and;

B. Whereas the Lessee and the Commission entered into said Lease on November 8, 2013 and;

C. Whereas pursuant to Section 20.4 Integration and Amendments the lease may only be modified by written agreement signed by the parties to the original Agreement and;

D. Whereas both parties to the original Agreement desire to modify certain terms and conditions within the original Agreement;

NOW THEREFORE:

Article 1

DESCRIPTION OF THE CAMPUS – ADDS A NEW SECTION 1.2.1

1.2.1 Tenant Reserved Leased Areas: Commission as Landlord hereby leases to Tenant for the existing term of the Master Lease, two areas outside of the 90-acre campus area for the express purpose of the rehabilitation of existing historic buildings to further the programming in the Lifelong Learning Center. These two buildings include the former military radio building (Building 414) and adjacent radio transmitter location on Artillery Hill as well as the former Ordnance Storehouse (Building 409) that was used later as a recreation hall and theater during World War II. Tenant may sublease these buildings and adjoining areas, as depicted in Exhibit 1, to other lessees who assist Tenant in the implementation of its Lifelong Learning Center mission, consistent with the terms and provisions of Article 15 – Assignment and Subletting.
Section 4.6 is replaced in its entirety with the following:

4.6 Reservation Administration. Tenant shall provide reservation administration services for the accommodation and meeting facilities in the Campus. In addition, Tenant shall provide reservation administration services for walk-in customers for the Property's two (2) campground areas. Tenant shall be entitled to charge and receive fees for each walk-in reservation transaction made through Tenant at the Property at a rate of $3.00 per transaction. Campground walk-in service fees may be adjusted upon mutual agreement of both parties and written approval of the Commission. The Commission is responsible for providing campground reservation services and passes through its vendor for all users except walk-in campground visitors. Tenant shall also provide reservation administrative services for the kitchen shelter and Tenant shall be responsible for its daily maintenance and upkeep. Tenant's reservation administration services for the two (2) campground areas shall be available to customers, at a minimum, between the hours of 8:00 AM to 5:00 PM, seven (7) days a week, year round, except the services shall be available for the extended period of 8:00 AM to 7:00 PM during the time period June 1st-September 15th and holiday weekends, and entail providing check-in services for walk-in campground users and passes with their campground reservation, but shall exclude, without limitation, responding to complaints or other issues that may arise in relation to the campgrounds. Commission shall be responsible for, without limitation, operating the two (2) campgrounds and responding to complaints and other issues associated with the same. Funds collected for walk-in camping services shall be remitted to the Commission in a timely manner in accordance with the fiscal procedures set forth in Exhibit I. To the extent of an inconsistency between the fiscal policy and the terms of this Lease, the Lease shall control.

Section 6.1 is replaced in its entirety with the following:

6.1 Alterations. "Alterations" are any alterations, additions, or improvements made by Tenant to the Building Interiors, Exteriors or Campus grounds. Alterations do not include any work or improvements that would be considered as routine/normal maintenance or repair as described in Section 8 or Exhibit G or does not trigger a building permit. Any alterations must be in compliance with the United States Secretary of Interior Standards for the Treatment of Historic Properties and the Commission-adopted Fort Worden Guidelines for Rehabilitation or have been otherwise approved by the agencies Historic Preservation Officer. Only alterations that are categorically exempt or result in a determination of non-significance through the SEPA process are authorized under this section. In conducting any construction work on the Campus, Tenant shall cause all work to be done in a good and workmanlike manner and shall comply with or cause compliance with all Laws. Tenant shall obtain or cause to be obtained and maintain in effect, as necessary, all building permits, licenses, and other governmental approvals that may be required in connection with such work and such insurance as Tenant, in consultation with the Coordinating Committee or Director, as applicable, determine is reasonable for the scope and scale of the work to be undertaken.

Interior Alterations: Tenant may, from time-to-time, at its own cost and expense make interior alterations to the Buildings in an amount not to exceed $150,000 per building,
without the consent of the Director or designee for work items, elements or projects that have been previously approved or exempted by the agencies Historic Preservation Officer for such things as carpeting, interior painting, changing electrical or light fixtures, and plumbing fixtures. Any interior alteration under $150,000 not described above, requires written notice and associated plan documents describing the work to be undertaken be submitted to the Park Manager at least seven (7) days prior to the commencement of any work.

**Exterior Alterations:** Any alterations over $150,000 or any alteration that affects the existing historical features such as replacement of windows, doors, chimneys, porches, or structural components such as floors, walls or ceilings require advance consent from the Director or designee. Tenant shall provide written notification at least 30 days in advance of commencement of any work to the Director describing the work to be undertaken.

**Campus Grounds Alterations:** Tenant may, from time-to-time, at its own cost and expense make alterations to the grounds not to exceed $75,000 per project including routine maintenance, planting of lawns or landscaping, or other earthwork which do not require a grading permit or cause or require ground disturbing actions, etc. Alteration requests must be submitted to the Park Manager at least seven (7) days prior to the commencement of any work. Any grounds alteration that result in new or additional grounds maintenance costs shall be the responsibility of the Tenant. Any new or additional grounds alterations that require new or additional parking (formal or informal parking areas) shall be approved in writing by the Park Manager in advance and comply with Commission-adopted Fort Worden Guidelines for Rehabilitation.

**Section 7.1.7 is replaced in its entirety with the following:**

7.1.7. Operating the reservation systems for a seamless customer service experience that serves the accommodations and meeting rooms for the 90-acre campus area and includes reservation administration services for Fort Worden State Park’s walk-in campgrounds and kitchen shelter users.

**Section 7.4.3 is struck in its entirety**

**Section 7.4.4 is replaced in its entirety with the following:**

7.4.4. **Capital Improvement Fund.** Tenant shall establish a segregated (bank account) capital improvement fund dedicated specifically in an amount determined by Tenant in its sole discretion to fund deferred maintenance, leasehold or capital improvements within the Campus (the “Capital Fund”); provided that the existence of such Capital Fund shall not reduce Commission’s obligation with respect to deferred maintenance or capital improvements under this Lease. The Capital Fund may be used without limitation for payment of planning, design, permitting, project management staffing, and construction costs of leasehold improvements or capital improvements, as matching funds for grants related to the development and operation of the Campus or for the replacement, substitution, repair, and/or restoration of any furniture, fixtures, or equipment and/or capital improvements located on the campus.
Section 7.8 is replaced in its entirety with the following:

7.8 Discover Pass Annual Proceeds. As part consideration for the benefits accruing to the Commission under this Lease, visitors to and patrons of the Campus will not be required to acquire a Discover Pass or Day Use Permit (for the purposes of this section known collectively as “Discover Pass”) to operate or park a vehicle within the Campus. In return for this concession, Tenant hereby guarantees the sale of at least Two Hundred Fifty Thousand and no/100 Dollars ($250,000.00) worth of Discover Passes (“Annual Discover Pass Obligation”) by itself, its campus agents and Fort Worden State Park combined for each fiscal year (July 1 – June 30) starting from the Date of Possession for the first seven (7) years of the Term. The first year’s Annual Discover Pass obligation shall be prorated based on Date of Possession and the number of months remaining in that fiscal year. Tenant shall pay to Commission, by September 15 following the applicable fiscal year, any deficiency between Tenant’s and Fort Worden State Park’s combined actual sales revenue from Discover Passes and Tenant’s Annual Discover Pass obligation. Notwithstanding the foregoing, Tenant’s Annual Discover Pass obligation for any particular year shall be reduced for that year in proportion to any reduction in the ratio of direct sales of Discover Passes in state parks across the state to sales of Discover Passes by any means. Direct Sales is defined as Discover Pass sales transacted within a state park. Additionally, if total Discover Pass sales statewide drop below the Fiscal Year 2013 baseline of Sixteen Million, Six Hundred Fifty Thousand and Thirty-Three Dollars ($16,650,033.00), the Annual Discover Pass obligation will be adjusted downward by that percentage change. Should statewide Discover Pass sales exceed the Fiscal Year 2013 baseline, the Annual Discover Pass sales obligation will remain at $250,000; provided that sales in excess of the Annual Discover Pass obligation shall pass on to the Commission. “Discover Pass sales” in all cases as used herein excludes infraction revenue.

Section 7.9 is replaced in its entirety with the following:

7.9 Revenue Sharing. Commencing as of the seventh (7th) annual anniversary of the Date of Possession, Tenant shall pay to Commission three and one-half percent (3.5%) of the Gross Revenues (defined below) received by Tenant ("Annual Revenue Payment"). The Annual Revenue Payment owing for calendar year 2021 shall be pro-rated. The Annual Revenue Payment shall be paid by Tenant to Commission on a bi-annual basis, no later than sixty (60) days following each June 30 and For purposes of this paragraph, “Gross Revenues” means only the revenue actually received by Tenant from leases, concession agreements, accommodations and facility rentals, not including utility costs, and the sale of other goods and services from or on the Campus. Gross Revenues exclude, without limitation, donations, grants, campground revenue, Discover Pass revenues, food and beverage service revenues, historic preservation fees, and Lodging Tax allocations from the City of Port Townsend. Notwithstanding the foregoing, if any year following the Date of Possession and prior to the fourth (4th) anniversary of the Date of Possession the Commission fails to perform its maintenance obligations, subject to the provisions of Section 8 and Section 16.10, at the Campus, and if the Tenant has not been otherwise compensated, an amount equal to the Commission’s unfulfilled monetary obligation shall be applied as an offset to any revenue due in the eighth (8th) year and thereafter until the Commission’s obligation is satisfied.
Section 8.4 is replaced in its entirety with the following:

8.4 Annual Maintenance Plan. The Annual Maintenance Plan shall include a two-year maintenance timeline consistent with the upcoming biennium on even years. The Annual Maintenance Plan shall be updated on an annual basis and submitted to the Coordinating Committee by March 1 of each year. The purpose of the Annual Maintenance Plan is to assign and coordinate Routine Maintenance and Major Maintenance priorities between the parties hereto (subject to the terms of this Lease), establish minimum standards to be met and a schedule that includes frequency of maintenance (e.g., daily, monthly, annually, or as needed). The Annual Maintenance Plan shall include the lead party for specific tasks as well as the anticipated costs for each task included in the plan and, as applicable, the respective share of such costs allocated to each party. The parties acknowledge that maintenance needs are not always predictable and that unforeseen circumstances may require the parties to adjust agreed upon Annual Maintenance Plan priorities.

Section 8.5 is replaced in its entirety with the following:

8.5 Annual Maintenance Report. By January 31 of each year, the Operations Work Group shall provide to the Coordinating Committee a status report regarding the tasks and priorities undertaken and completed as described in the Annual Maintenance Plan. The annual maintenance report shall also be submitted after review by the Coordinating Committee to Tenant and Commission.

Section 15.2.3 is struck in its entirety.

Exhibit F is replaced in its entirety with the following:

EXHIBIT F

COMMISSION RESERVED AREAS

Commission Reserved Area

The following buildings, facilities, and ground areas within Tenant’s delineated lease boundary will not be transmitted to the Tenant in the lease agreement and will be referred to as the Commission Reserved Area:

- Building #1 Commanding Officer’s Museum
- Building 296 and the storage footprint around the building shall revert to tenant By May 1, 2018.
- Building 200 – office and storage space within the Fort Worden Office, space consisting of current manager office and foyer, ranger office, ranger-volunteer coordinator office. These spaces are located at the west end and northwest corner of the first floor. Five parking spaces for WSP staff will also be included in the parking area adjacent to Building 200.
- Building 365 – and the storage footprint around the building shall revert to tenant following written approval of the Commission.
- Building 305 – Park Shop, and associated parking space, will transfer to Tenant by June 1, 2018.

Commented [DR5]: The PDA would like to discuss if the current WSP offices in Building 200 could be relocated elsewhere in order to locate all PDA administrative services in one building.

Page 5 of 12

N:\Management\Executive Team\Leases\PDA Master Lease - State Parks\Amendments to Master Lease
• Fenced storage area located off of the northwest corner of Building 372, commonly known as the bong-yard.
• Building 309 — Gas Station until May 1, 2018. The Commission is responsible for the decommissioning of the gas station and mitigation of the underground fuel tanks.
• Building 364 will transfer to Tenant by May 1, 2018.

Exhibit F-1 is replaced in its entirety with the following:
Exhibit H is struck in its entirety.

Exhibit G is replaced in its entirety with the following:

In recognition of the shared maintenance responsibilities between the Tenant and the Commission, routine grounds maintenance, interior building maintenance, exterior building maintenance, and maintenance of road and walkways may be performed by either party. Such responsibilities should be included in the annual joint maintenance plan and/or mutually approved in advance at the bi-weekly Operations workgroup meetings.

This list is intended as a demonstration of examples and may not encompass all possible required duties of either party.

PDA responsibilities: Year 1 - 4

**General Housekeeping/Janitorial**
- Janitorial, custodial of all campus facilities
- Trash, recycling, compost, debris
- Waste line, sink, and toilet clogs
- Windows/glass cleaning
- Decks and building cleaning, pressure washing
- Artwork maintenance and repair

**Building Repairs**
- Lock repairs
- Furniture, fixture and equipment maintenance, upgrade and replacement

**Mechanical and Electrical**
- HVAC control adjustment
- Boiler and heat pump minor adjustment and startup
- Security system testing and maintenance
- Emergency and exit lighting
- Smoke detector maintenance/replacement

**Signage**
- PDA / tenant signage
- Tenants - by tenants - as approved by PDA and State Parks

**Other**
- Wireless network troubleshooting
- Telecommunications (phones/TV/cable)

**Equipment Maintenance and Repair**
Facility Repair and Upgrade Replacements

Includes all minor and major improvement or upgrades including but not limited to:
- Furniture, fixture and equipment repair and replacement
- Office furniture
- Office equipment
- HVAC controls - for efficiency upgrades
- Efficiencies upgrades; heating, electrical, water, etc.

Grounds maintenance
- Mowing
- Brushing
- Weeding
- Pruning

Interior maintenance
- Routine painting
- Wall and ceiling repair
- Plumbing fixtures and exposed and interior piping repair
- Electric fixture and exposed and interior wiring maintenance
- Floor covering repairs (carpet, tiles, etc.)

Exterior maintenance
- Painting
- Window and door replacement/repair
- Window glass replacement

Road/walkways
- Maintain curbs, walkways, driveways, graveled areas
- Replace street light bulbs as needed
- Excludes tenant supplied equipment

State Parks Responsibilities: Year 1 – 4

Underground/overhead utilities
- Water supply lines
- Storm and sanitary sewer lines
- Electrical
- Electric vaults above and below ground
- Replace/repair drainage systems

Structural
- Replacement/repair of roofs
- Repair/replacements of porches, building access
- Floor separation/sealing
Beams, columns, walls (cracks and spalling)
Major repairs to windows and door frame sealants
Staircase bearing/safety issues
Foundations
Masonry—tuck-point and sealing
Chimneys (complete to foundation)
Building exterior painting
Plaster repairs - major delimitation/cracking

Streets, Sidewalks and Parking Areas
- Paving and resurfacing
- Repair potholes, cracks
- Striping (streets, parking areas)
- Access control gates
- Maintenance of curbs, driveways, graveled areas

Signage
- Traffic
- Directional
- Discover Pass
- Handicapped parking

Mechanical and Electrical
- Standpipes
- Electric wiring and systems
- Plumbing system
- HVAC equipment, ductwork, piping
- Fuel oil tanks
- Radiator and control valve replacement
- Fire alarm system testing and maintenance
- Sprinkler head checking and maintenance
- Elevator testing and maintenance
- Solar panel maintenance
## Maintenance Expenses on Campus Year 1-4

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<tr>
<th>Expense</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
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<td>Salaries/wages and benefits*</td>
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<td>Materials and Services:</td>
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<td>Preventive Maintenance</td>
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<td>Deferred Maintenance</td>
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<td><strong>Total Expense</strong></td>
<td><strong>$ 572,010</strong></td>
<td><strong>$ 581,565</strong></td>
<td><strong>$ 584,337</strong></td>
<td><strong>$ 594,094</strong></td>
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*Expenditure represents 5 FTE maintenance staff responsible for campus maintenance.*
Full Force and Effect. Except as expressly modified herein, the terms and conditions of the Lease shall remain in full force and effect. All provisions contained in this Second Amendment shall be subject to the provisions of the Lease. In the event of a conflict between the terms of this Second Amendment and the terms of the Lease, the terms of this Second Amendment shall govern and control.

EXECUTED effective as of the date last written below.

Fort Worden Lifelong Learning Center Public Development Authority

By: ___________________________  Title: ___________________________  Date: ___________________________

WASHINGTON STATE PARKS AND RECREATION COMMISSION

By: ___________________________  Title: ___________________________  Date: ___________________________
Maintenance Transition Request

WSP and Fort Worden PDA would enter into a management agreement that describes maintenance responsibilities of the PDA. The management agreement would detail the following WSP financial contributions to the PDA.

1. WSP agrees to provide planned preventive maintenance materials and supplies: $150,000 annually for 3 years

2. WSP agrees to fund service contracts: $100,000 annually for 3 years for road and sidewalk maintenance, fire suppression system maintenance, backflow prevention, tree maintenance, elevator and lift maintenance.

3. WSP agrees to correct deferred maintenance needs by May 1, 2018.
   - Repair water line break in 6” line that also serves Artillery Hill
   - Repair/correct Building 16 heating system that was installed in 2016

4. WSP agrees to provide inventory of equipment to be transferred to PDA by December 1, 2017.
   - See attached equipment list; transfer of equipment would be phased between January 1 and May 1, 2018.

5. Other: WSP agrees to provide the following by May 1, 2018:
   - Building and infrastructure drawings and other documentation relevant to the campus.
   - Lock core biting code list.

6. WSP agrees to a Building Transition Timeline to the PDA.
   - Transfer Building 296 to PDA by May 1, 2018
   - Transfer Building 305 to PDA by June 1, 2018
   - Transfer Building 364 to PDA by May 1, 2018
   - Transfer Building 365 to PDA by Dec. 31, 2018
     ➢ PDA commits to relocating Dinky Steam Locomotive as an interpretive artifact
     ➢ WSP commits to relocating search light tower
   - Transfer Building 309 to PDA by Dec. 31, 2019
     ➢ WSP commits to decommission and mitigation of fuel tanks
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<tr>
<th>Item</th>
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<th>Type</th>
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<tbody>
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<td>dump truck</td>
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Glamping
Feasibility Study Summary

A “Back to the Land” inspired, luxury outdoor experience.
Summary

Glamping – Glamourous Camping – has become one of the top options to get outside in the Northwest. It opened the door to camping for a whole new customer: a nature-oriented traveler who wants all the charm of sleeping under the stars, with the creature comforts and ease found in traditional lodging accommodations.

Fort Worden is poised to be the first place offering luxury Glamping on the Olympic Peninsula. Already a destination for artisans and nature lovers, Glamping’s unique style and Back to the Land inspired accommodations fits Fort Worden’s brand seamlessly. With Glamping in its portfolio, Fort Worden increases its sleeping capacity by 40+ people and diversifies its accommodation offerings, providing private single and double occupancy units for the adventurous, luxury-loving customer. Fort Worden holds distinct competitive advantages in Washington’s Glamping market, including: convenience, full services, many amenities and direct access to the beach and hiking trails. As a new development, Glamping will not negatively impact current business operations. A more detailed discussion of the market, regional comparisons and costs follow below.

Market

Glamping is one of the hottest trends in hospitality. A mix of several, complementary ideas – an updated “Back to the Land” movement; tiny, or even temporary housing; and glamorous outdoor camping – Glamping fits into the Fort Worden business model and community values effortlessly. Port Townsend and Fort Worden boast a laid back, historical and nature-inspired environment, with beautiful vistas and artisan touches around every corner. Glamplers will step outside traditional hotel accommodations and experience the nature of the Northwest, the Park and the Sound while enjoying the luxuries and comforts of a traditional hotel style bed.

The past five years saw steep growth in Glamping interest. An analysis of Google searches reveals Washington capturing the second highest search interest in the country. Additional market indicators include:

- Alignment with overall Camping trends and growing consumer groups:
  - New campers more likely to opt for “luxury” camping options
  - Millennials more interested in experiences and reports show a growing interest among this consumer group in nature and nature-based travel
- Significant venture capital investment in Glamping-based startups (ex: Glampinghub.com, Under Canvas)
- A surge in travel and traditional media covering Glamping as an “emerging trend”, examples of Northwest media include: Seattle Times, Seattle Magazine and Sunset Magazine.

---

1 (Trends, 2017)
2 (KOA, 2017)
Regional Market

Glamping provides customers a new way to experience the outdoors. One that calls back to early pioneer and soldier camps, with the luxuries of today's modern accommodations. It will appeal to a diverse market not currently served in this area. The Port Townsend area market in particular shows some key factors that align well with Glamping accommodations:

- Port Townsend and Fort Worden are top destinations for visitors to the Olympic Peninsula. Glamping is a perfect jumping off point to explore these areas and fits the well-established recreational and nature-loving visitor profile well.
- In general, B&Bs are shrinking in demand and use by couples seeking outdoor pursuits (kayaking, hiking, biking, etc.). Small hotels comprise much of the Port Townsend area accommodations supply. The Fort brings a different lodging experience to Port Townsend. Unlike its peers, it's able to accommodate groups with a variety of needs. Glamping offers one more inventory option to capture that outdoor enthusiast: individuals or groups³.
- Port Townsend's area group and meeting market shows a preference for smaller, more intimate venues, often serving groups of 20 or less. The Fort can serve this intimate market segment well. Glamping provides yet another accommodation option with a special experience to serve this segment⁴.
- The vast majority of Port Townsend area lodging is concentrated in downtown. Fort Worden provides lodging within a State Park, surrounded by the natural environment. For Glamping, this setting fits the model perfectly.
- On the Olympic Peninsula and in Port Townsend’s identified peer-markets (Gig Harbor, La Connor, & Leavenworth)⁵, the Fort faces little to no competition in Glamping. Only Leavenworth currently offers Glamping. The setting, however, offers a very different experience with a very remote setting and no ocean access.
- Festival activity throughout the peak season brings surges of visitors to the Port Townsend area. Some of these festivals attract attendees that are a perfect fit for Glamping. These include, but are not limited to:
  - Fiddletunes
  - Wooden Boat Festival
  - Kinetic Sculpture Race
- Meeting and group demand in this market is dominated by SMERFE groups, followed by associations. This inventory also includes attendees that are a great fit for Glamping. These include, but are not limited to⁶:
  - Mountaineers
  - Bicycle Groups
  - Hikers

³ (HVS, 2013)
⁴ (HVS, 2013)
⁵ (HVS, 2013)
⁶ (HVS, 2013)
Regional Comparisons

Glamping goes hand in hand with Northwest affluent residents’ nature-obsessed, laid back, yet comfortable lifestyle often in seek of unique get-a-ways. In Washington, there are approximately 11 places currently offering Glamping\(^7\), five of which are located within State Parks. Units range from low-end, scarcely furnished teepees to high-end, luxurious canvas tents. In the higher-end segment, Glamping sites see consistently strong demand, with *almost full to full occupancy in peak months*. Prices for these sites start at $127 per night, with larger units capturing up to $279 per night.

Key Takeaways

- Glamping quality and offerings differ substantially across WA
- High-end Glamping sites see high demand in peak season, with substantial advance bookings
- Guests frequently highlight the extra amenities: firepit, décor, etc. as contributing to their positive reviews
- Guests often cite proximity to beach and recreational activities as highlights in their reviews

Glamping at Fort Worden

![Glamping at Fort Worden](image)

Fort Worden Glamping will be located on the hill directly behind Building 298, where current offices and classes reside. This incline provides Glamping units views of the Sound through an established grove of trees. Surrounding greenery and the setback nature of this location lend this area a sense of privacy from the rest of campus, while ensuring the development does not negatively impact the historic look of the campus below. Comprehensive walking trails are

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\(^7\) Includes companies and/or State Parks. Does not include homeowners renting a Glamping-like unit on Airbnb.
accessible right out of the tent, a magnificent setting to explore the State Park. Existing roads, infrastructure and some former building footings will serve the Glamping development. In all, these factors make for an ideal location for development.

Fort Worden is well positioned to enter the higher-end Glamping market. Our campus, brand and regional accommodation market make Fort Worden an excellent fit for Glampers.

**Regional Accommodation Market**

- *High Glamping Demand* – Regional Glamping sites show little to no occupancy in peak season. This indicates high, and potentially unmet demand for Glamping in WA.
- *High Camping Demand* – Existing camping at Fort Worden, Fort Flagler, and Fort Townsend remains at consistent high occupancy throughout the peak season.
- *Fort Worden Brand* – A call back to the canvas tents of early pioneers and soldiers and rooted in experiencing nature, Glamping fits Fort Worden’s brand seamlessly.
- *Olympic Peninsula Tourism Strategy* – Glamping builds on this established regional tourism strategy to attract recreational users and nature-oriented tourism.
- *Diversifies Accommodation Stock* – Fort Worden provides a variety of accommodations, yet it lacks private units for single and double occupancy. Glamping will provide single and couple visitors attracted to the Fort Worden experience a private lodging type.

**Competitive Advantages**

- *Convenience* – Fort Worden is an easy 2-2.5 hour drive from the Seattle-Tacoma-Olympia Metro areas. The majority of current Glamping sites are clustered in the San Juans, which can take much longer to reach from these metro areas in the peak season.
- *Location* – Fort Worden is poised to be the first higher-end Glamping on the Olympic Peninsula. No other comparable sites exist.
- *Full Amenities* – Unlike its competitors, Fort Worden is a full-service campus, complete with a variety of meeting spaces, various eateries, a popular bar, Taps, tennis courts, a yoga studio, museums and many recreational offerings.
- *Beautiful Campus* – Fort Worden sits on a beautiful, 90-acre campus located in a 464-acre State Park, with walking and hiking trails, a long stretch of sandy beach unrivaled by its competitors and commands spectacular water views.
- *Setting* – Campus is an easy walk, bike or bus ride from Port Townsend’s historical downtown and a convenient home base for exploring the Olympic Peninsula.
- *Lifelong Learning Campus* – Unique in its kind, Fort Worden is home for thirteen non-profits that offer diverse Lifelong Learning opportunities from dance to woodworking. In peak season, the campus comes to life with jam sessions and outdoor concerts. Glamping will also be attractive to existing Lifelong Learning program participants.
Fort Worden’s Plan

The initial draft included 15 Glamping units, with 5 units equipped for year-round occupancy. More discussion around a year-round model revealed the following concerns:

- Fall/winter demand not well established with comparable sites, rainy cold weather in particular causes concern for insufficient demand
- With current availability, a customer visiting in the off season would have their pick of Fort accommodations. Glamping may prove difficult to compete, especially in poor weather.

The proposal is now revised to include 20 Glamping units operated in shoulder and peak season only, with a central Bathhouse-Kitchen building. The Glamping quarters would sit on a slight incline, nestled in a grove of trees a handful of units will have views of the Puget Sound.

In a Nutshell

- 20 Canvas Tent Glamping Units  
  - Fully-Furnished  
  - Décor  
  - Outdoor Seating Areas with Picnic Tables  
  - Firepit
- 1 central Bathhouse, with attached Kitchen
- Seasonal operation: April 15 – October 15, exact start and end dates dependent on weather
- Close Proximity: Commons, future Makers Sq. Taps at the Guardhouse pub, Reveille Café, beach and 12 miles of trails.

**Target Audience**

Fort Worden’s Glamping units open a new market segment to the campus and easily serve several existing customers. Much of the Fort’s current and future visitors will come from the I-5 corridor. This area is one of the fastest growing and wealthiest metro areas in the country and with its mountains and plentiful parks, has a well-established reputation as a haven for outdoor enthusiasts. This audience fits the Glamper profile well.

**Target Audience**

- Upper middle-class, urban dwellers from the I-5 corridor and beyond seeking nature-based tourism with a luxury outdoor accommodation
- Singled or coupled Fort customers desiring private accommodations
- Fort Worden program partner participants desiring private accommodations
- Smaller groups, in particular SMERFE and Associations, seeking unique lodging experience. SMERFE dominates Port Townsend’s meeting and group demand:

![MEETING AND GROUP DEMAND – PORT TOWNSEND](image)

**FIGURE 4-1** MEETING AND GROUP DEMAND – PORT TOWNSEND

Source: Fort Worden & HVS

Table Source: HVS, 2013.
Capital Investment

Compared to traditional accommodations, Glamping is an asset-light development with a fast scale-up period. Fort Worden estimates a capital investment totaling $1.1 million with a cost per unit of $55,500.

<table>
<thead>
<tr>
<th>Capital Inputs</th>
<th>Share of Cost / Unit</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure</td>
<td>$ 3,750.00</td>
<td>$ 75,000.00</td>
</tr>
<tr>
<td>Landscape/Hardscape</td>
<td>$ 1,250.00</td>
<td>$ 25,000.00</td>
</tr>
<tr>
<td>Accessibility</td>
<td>$ 500.00</td>
<td>$ 10,000.00</td>
</tr>
<tr>
<td>Construction</td>
<td>$ 9,422.00</td>
<td>$ 188,440.00</td>
</tr>
<tr>
<td>Bathrooms</td>
<td>$ 12,500.00</td>
<td>$ 250,000.00</td>
</tr>
<tr>
<td>Kitchens</td>
<td>$ 1,500.00</td>
<td>$ 30,000.00</td>
</tr>
<tr>
<td>Fire Safety</td>
<td>$ 94.00</td>
<td>$ 1,880.00</td>
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<tr>
<td>Furnishing &amp; Décor</td>
<td>$ 3,750.00</td>
<td>$ 75,000.00</td>
</tr>
<tr>
<td>Access/Keys</td>
<td>$ 50.00</td>
<td>$ 1,000.00</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$ 44,038.00</strong></td>
<td><strong>$ 880,760.00</strong></td>
</tr>
<tr>
<td>Design @ 5%</td>
<td>$ 2,201.90</td>
<td>$ 44,038.00</td>
</tr>
<tr>
<td>Contingency 20%</td>
<td>$ 9,247.98</td>
<td>$ 184,959.60</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 55,487.88</strong></td>
<td><strong>$ 1,109,757.60</strong></td>
</tr>
</tbody>
</table>

*This total represents conservative estimates. This number is anticipated to decrease with further refinement of our cost estimates.

**Key Capital Investment Assumptions**

- Existing infrastructure (electric supply, water lines, sewage) is viable and will only need moderate changes to tie into and create new services
- Glamping units will be positioned on existing concrete platforms
- Wooden unit platforms will sit on concrete blocks
- Accessibility will include a ramp to the Bathhouse-Kitchen and one ADA compliant unit
- Units will be “winterized” but not disassembled in the off-season

**Operational Costs**

Operationally, Glamping requires much of the same labor and supplies as existing Fort accommodations with some key differences such as firepit maintenance. At full occupancy, direct expenses are $408 per unit, per month. Total direct operational costs are anticipated to be 10% of revenue, totaling just under $225,500 over five years. Expense categories include:

Direct:

- **Labor**: Housekeeping, Maintenance and Security
- **Utilities**
Supplies: Maintenance and Housekeeping
Undistributed:
Administrative and General: Insurance and IT Systems included
Marketing

Key Assumptions

- Extra housekeeping and maintenance supplies include Glamping specific amenities, such as: firepit and camping supplies and cleaning
- Security operates year-round, allocated at one person for an average of 45 min per day
- Bathhouse-Kitchen building will be fully winterized, i.e. resting utility costs in off-season
- Significant marketing effort will be required in the first three years to establish business

Pricing & Occupancy

Glamping will be open from April 15 through October 15, with flexibility on start and end dates dependent on weather. Pricing and occupancy follows Fort trends, with larger increases in year two, as the new business establishes. Per night rates start at $119 in shoulder season and $149 in peak.

Key Assumptions

- Year 1 rates are promotional, year 2 sees a significant lift (above 10%) in rates
- Occupancy grows at a conservative annual rate, 2% in year two, and 1% thereafter
- Average occupancy does not exceed 90%

Return on Investment

Over five years, Glamping nets just under $740,000. With a total investment cost of just over $1.1 million, this provides for a 66% five-year return on investment.

Financing

The current model assumes financing the full capital cost, less 10% down for a total starting principal of just under $1 million. Total interest costs over a five-year period equal about $210,000. Monthly debt service equals just over $22,000.

Key Assumptions

- 5-year period
- 12% interest rate
- 10% down
- 1.5% closing costs
The Fort has received a $75,000 start-up grant for research, design and planning purposes.

**Discussion of Risk**

Below is a discussion of key risks associated with bringing Glamping to the Fort.

**Internal Risk**

- Unknown construction contingencies
- New room type and product that the PDA has not managed before
- New product for Port Townsend and general area
- Demand pressure in peak season; seasonal use only
- Staff capacity to manage new product
- Unknown security issues
- Unknown critter issues
- Unknown infrastructure needs
- Assumes durability year-round, no uninstallation

**External Risk**

- Emerging, new market / long-term demand
- Requires amendments to master lease with State Parks
- Economic downturn
- Weather / natural hazards

**Operational Considerations**

A new product for the Fort, Glamping will require some operational adjustments.

- New marketing for the new product
- Stand-alone development
- Development will require new staffing
- Development will require new property management system
- Maintenance of bath facilities and tents in off-season
- Requires year-round security sweeps
- Partners will not receive discounts on Glamping

**Project Timeline**

- Begin planning and design Fall 2017
- Start construction March, 2018
- Go operational May 2018
Dogs must remain on leash at all times.
MEMORANDUM OF UNDERSTANDING

Radio Port Townsend (KPTZ) and Fort Worden Public Development Authority (PDA) agree to work together to evaluate the potential and feasibility for KPTZ to join the Lifelong Learning Center at Fort Worden, which includes a phased process for relocating KPTZ’s transmitter and broadcasting studios to Fort Worden.

Findings

1. KPTZ began considering Artillery Hill for a possible tower transmitter site in 2014, since the US Army’s 1906 radio transmitter site would provide exceptional broadcast coverage within its FCC license and improve reception to the greater community, as well as enhance its emergency broadcast capabilities.

2. PDA is planning to renovate Building 305 as an arts and education center that will serve as the hub for the redevelopment of Makers Square, an area dedicated to a variety of artistic, cultural and educational programming.

3. KPTZ is interested in moving its broadcasting operations to Fort Worden and becoming a programming partner to further PDA’s Lifelong Learning Center mission.

4. KPTZ proposes to relocate its 900 s.q. ft. portable studio, which includes office space and broadcasting studios, to Fort Worden to serve as its interim facility until the Building 305 project is completed, or another suitable building in the Fort Worden campus is available.

5. KPTZ is interested in securing a long-term lease for approximately 2000 sq. ft. in the renovated Building 305, or another suitable building in Fort Worden. KPTZ radio programs could benefit the many tenant organizations and events that take place at Fort Worden by expanding live performance broadcasts, interviews with visiting artists and faculty, and facilitating other new opportunities for collaborative programming.

I. Purpose of the Understanding

This Memorandum of Understanding (MOU) sets out the terms by which KPTZ and PDA will work together to develop a lease agreement with KPTZ to become a tenant organization at the Fort Worden Lifelong Learning campus.

II. Roles and Responsibilities

A. Transmitter Installation

Responsibilities of PDA

1. PDA will obtain an amendment to its master lease with Washington State Parks and Recreation Commission (WSP), to add a parcel of Fort Worden State Park property surrounding and including the historic transmitter building (radio shack) on Artillery Hill.
a) Once the lease amendment is approved by WSP, PDA shall provide KPTZ with a 25-year sublease for that parcel at no cost. All equipment purchased, including the antenna tower, remain the property of KPTZ.

b) The sublease will include a provision for KPTZ’s first right of refusal for extension for the duration of PDA’s master lease from WSP.

c) The sublease shall include a statement that KPTZ cannot sublease or transfer the lease to another entity without PDA’s approval.

d) The sublease shall include the terms and conditions describing the right of WSP to co-locate other uses on the antenna tower. Any other potential use of the tower shall not interfere with the FM broadcast, and any cost or liabilities associated with such use shall be the responsibility of the co-locating service.

2. PDA will help coordinate opportunities for KPTZ staff to meet with WSP officials as needed to facilitate the transmitter installation.

3. PDA will coordinate with WSP and KPTZ on the design and planning for the installation of power and fiber optic cables from the central campus area to the transmitter site.

Responsibilities of KPTZ

1. As part of its capital campaign, KPTZ will be responsible for the cost to design, secure approvals and install (estimated as approximately $187,000) the transmitter. All equipment purchased, including the antenna tower, remain the property of KPTZ.

2. KPTZ shall seek an FCC construction permit to alter its transmitter and antenna location to Fort Worden.

3. KPTZ shall secure any permits or approvals required by WSP or other entities to renovate the historic transmitter facility and erect the antenna tower.

4. KPTZ shall design and renovate the historic radio shack as part of its transmitter and antenna project. The radio shack shall include interpretive elements approved by WSP’s historic preservation officer.

5. KPTZ shall provide plans and specifications for PDA and WSP approval and install whatever is necessary to route power and fiber optic cable from the central campus to Artillery Hill at its cost.

B. Temporary Relocation of KPTZ Portable Studio

Responsibilities of PDA

1. PDA will identify a location to temporarily house KPTZ’s portable studio, which includes office space and broadcasting studios, at Fort Worden. PDA shall provide power and internet availability (and possibly plumbing), for KPTZ to move its current studio building after its transmitter is relocated, until more permanent facility space is available in Makers Square, or another suitable building in the Fort Worden campus.

2. PDA will prepare the site for the portable studio building relocation, including roughed-in plumbing and electric. Actual costs of utility provision and hook-up will be charged to KPTZ.
Responsibilities of KPTZ

1. KPTZ will secure ownership of its portable studio from the Port Townsend School District.
2. KPTZ will arrange and pay for the relocation of its portable studio from the Mountain View campus to the prepared site at Fort Worden.
3. KPTZ will provide engineering and design plans for the delivery of its broadcast signal from the portable to Artillery Hill, and PDA will allow the installation of necessary devices and cables.
4. KPTZ shall be responsible for the costs of services incurred to connect the portable to PDA utility services.
5. Once operational, KPTZ shall pay for the studio’s utilities, internet and Wi-Fi on a monthly basis as part of its lease agreement. No rent will be charged for the interim use of the site for the portable studio.
6. Once the studio is vacated by KPTZ, it becomes the property of the PDA.

C. KPTZ Studio Relocation

Responsibilities of PDA

7. PDA will allocate approximately 2,000 sq. ft. for the construction and installation of KPTZ studios and offices in the basement of Building 305, or another suitable building in the Fort Worden campus.
8. PDA will direct Signal Architects to include and consult with KPTZ regarding the design and development of the basement offices and studios in Building 305, or another suitable building. Any additional design services needed for KPTZ tenant improvements shall be paid by KPTZ.
9. PDA will design and provide a back-up power source for KPTZ’s studios, a requirement for KPTZ’s emergency broadcast responsibilities, either by allowing KPTZ to install a propane generator or by integration with a larger facility emergency power system. The additional cost of an independent back-up power supply shall be borne by KPTZ.
10. If an agreement is made for KPTZ to lease space in building 305 the PDA will cooperate with KPTZ’s capital campaign to obtain funding to build studio and office space as an integral part of Building 305 construction. The parties may agree to submit joint funding proposals to private foundations, public agencies or individual donors.
11. If an agreement is made for KPTZ to lease space in building 305 the PDA project management plan for Building 305 construction shall include the KPTZ project.
12. PDA intends to provide a long-term lease (10 to 25-year term) to KPTZ for its leased space in Building 305, or another suitable building in the Fort Worden campus. KPTZ will be considered a Fort Worden Lifelong Learning Center partner tenant.
13. The term and conditions of the long-term lease will be dependent on the tenant improvements provided by KPTZ. The square footage cost over the lease term shall be calculated using the lease earn-back template used for tenant partner organizations, which takes into account the level of capital investment/tenant improvements, revenue generated,
programming days, cooperative fundraising and marketing, as well as other public benefits offered by the tenant organization.

**Responsibilities of KPTZ**

6. KPTZ shall be responsible for all tenant improvements (estimated at $200,000), including new and existing studio equipment. Said equipment shall be the property of KPTZ.

7. KPTZ will provide expertise in radio studio design during project development.

8. KPTZ will provide audio engineering assistance for the construction of the KPTZ studios and associated needs.

9. In the event that KPTZ leases space in building 305, KPTZ will cooperate with PDA’s capital campaign for Makers Square to obtain funding to build studio and office space as an integral part of Building 305 construction. The parties may agree to submit joint funding proposals to private foundations, public agencies or individual donors.

10. KPTZ will provide a program plan for its Fort Worden operations that describes how KPTZ’s mission and vision will be realized at Fort Worden, including the type of programs, activities, special functions that will be offered, days/ hours of operations, and use of leased spaces and facilities.

11. KPTZ will provide a five-year business plan for its operations in Building 305, or another suitable building in the Fort Worden campus, showing cash flows, financial projections and a capital investment budget, including the funding source or loan package for build-out, if applicable.

**III. Duration of the MOU**

This MOU will be in effect from 10 Oct 2017 to 10 Oct 2020, and it may be updated at any time through written agreement of each partner. Either party can terminate the MOU with 30 days written notice.

**IV. Signatures**

If the terms of this Memorandum of Understanding are acceptable, please sign and date both copies of this Understanding letter.

Norm Tonina, Fort Worden PDA Chair

Robert Ambrose, KPTZ President

Date 10 Oct 2017
MEMO

DATE: November 15, 2017

TO: Fort Worden PDA Board

FROM: Dave Robison, Executive Director

RE: KPTZ Proposal

At the September board meeting, several concerns were raised as to whether the renovated basement of Building 305 as a new arts and education center was the best location for KPTZ to move into as a new tenant at Fort Worden. The Board directed staff to evaluate and assess other buildings in the campus area. This memo outlines the findings from the evaluation process.

I met with the representatives for KPTZ to further define their needs. In addition, I met with the Signal architectural team and we did look at other buildings in the proposed Makers Square as potential spaces for KPTZ’s operations. We also looked at other buildings in the campus. Our findings are:

- Building 325 (Bandmaster’s House) is not large enough to house KPTZ’s operations.

- Buildings 308 and 324 are proposed to be renovated as part of the future Makers Square redevelopment. Both of these buildings could potentially accommodate KPTZ’s operations but are not ideal due to the wood composition of the building with very little insulation that would help to mitigate any sound issues associated with KPTZ’s need for minimal noise impacts. In addition, Building 308 has generated much interest from key stakeholders in the design process as a potential ceramics, jewelry making or other studio-type space. Likewise, Building 324 has been identified throughout the design process as flexible artist studio/work spaces.

- Building 326 (USO Building) was also looked at but quickly dismissed because it serves as a flexible meeting and performance space that is used by a wide variety of groups that come to Fort Worden. Taking it offline for an exclusive leased use would be detrimental to partner tenants and other users. In addition, the building would likely not generate as much revenue if leased as an exclusive use to one organization.
• The architects and I reviewed the recommendations from the 2015 Program Development and Capital improvement Plan to see if other buildings in the campus area were suitable for KPTZ’s operations. Building 298, the Schoolhouse Building, is not a good candidate due to the multiple uses the building supports. The only other Building that is uniquely suited is Building 315, the old concrete powerhouse building. However, a little over half of the building is currently leased to the Port Townsend Woodworking School and the other half is subleased from Centrum to Rainshadow studios.

Based on our review, it is my and the architectural team’s recommendation that if KPTZ is to move its operations to Fort Worden, the basement of Building 305 is the most suitable space for their operations on campus. Earlier this year, as the architects and design committee (including partner organizations and community stakeholders) identified the basement of Building 305 as an area that would be ideal for digital or media arts, due to the basement’s concrete walls, soundproofing and lack of windows. This was prior to KPTZ stepping forward as a potential tenant for that space.

Before we move into the next phase of design, it is important to fully identify and detail the infrastructure and tenant improvements that would be necessary to support a radio station in the basement of Building 305. KPTZ is ready to move forward on a capital campaign to raise the funds to move its broadcasting facilities to Fort Worden, which includes becoming a partner tenant within the renovated Building 305.

As discussed with the Board in September, staff anticipates that future Makers Square tenants will be recruited and vetted through a Request for Proposals process. However, given the immediate need for KPTZ to move ahead now with the relocation of its transmitter to Fort Worden, staff recommends that the PDA board approve KPTZ as a new tenant in Building 305 when it is renovated, pending final approval of lease terms and conditions outlined in the September MOU.
MEMO

DATE: September 20, 2017

TO: Fort Worden PDA Board

FROM: Dave Robison, Executive Director

RE: KPTZ Proposal

This memo outlines the process for considering KPTZ as a new resident tenant at Fort Worden.

KPTZ began to consider Artillery Hill for a possible broadcasting tower transmitter site in 2014. They made their initial inquiries directly to Washington State Parks (WSP) at headquarters in Olympia. After beginning the application process with WSP, it became apparent that a Use Agreement for the transmitter site would be based on KPTZ being a commercial vendor, such as a cell phone provider. KPTZ abandoned their application due to the potential costs involved. Earlier this year, I became aware of KPTZ’s plans and offered to approach WSP to see if they would consider amending the PDA’s Master Lease area so we could include KPTZ as a new tenant organization, which would further implement our Lifelong Learning Center mission. After meeting with WSP staff, they agreed to consider amending the PDA’s master lease area to incorporate the transmitter site on Artillery Hill. More details on the transmitter relocation are in the attached KPTZ proposal (Attachment A).

As part of our conversations earlier this year, KPTZ also expressed interest in the potential of moving their operations, which includes office space and broadcasting studios to Fort Worden, as part of the new Makers Square redevelopment. The timing was excellent because we were in the schematic design phase for the renovation of Building 305. The architects and design committee (including partner organizations and community stakeholders) had previously identified the basement of Building 305 as an area that would be ideal for digital or media arts, due to the basement’s concrete walls, soundproofing and lack of windows.
The architects have met with KPTZ personnel, and PDA staff recommends that the PDA board consider KPTZ as a new tenant in Building 305 when it is renovated. Before we move into the next phase of design, it is important to fully identify and detail the infrastructure and tenant improvements that would be necessary to support a radio station in the basement of Building 305.

A draft MOU outlining the process of securing approvals to install the transmitter and describing a phased process for KPTZ relocating its studio and operations to Fort Worden is attached (Attachment C). In addition, KPTZ’s proposal describes how KPTZ’s mission, operations and programs will further the implementation of Fort Worden as a Lifelong Learning Center (LLC).

Please note that PDA staff anticipates that future Makers Square tenants will be recruited and vetted through a Request for Proposals process. However, given the need for KPTZ to move ahead now with the relocation of its transmitter and portable studio to Fort Worden, staff recommends the PDA Board enter into the MOU to provide the parties with the structure of how to work together to achieve our mutual goals and how KPTZ could become a tenant within the renovated Building 305.

The Board previously approved criteria for selecting new tenant organizations for the Fort Worden LLC (see Attachment C). KPTZ’s proposal to become a tenant organization at Fort Worden would meet many of the selection criteria. The final lease terms and conditions would be based on a review and assessment of the selection criteria of KPTZ’s program and business plans, as outlined in the draft MOU.

Some of the new tenant selection criteria that KPTZ would meet include:

- Demonstration of fiscal, managerial competence through a 5-year business plan
- Daily, year-round programming
- Provision of community-wide emergency broadcasting services
- Coordinated programming, promotions with FW Lifelong Learning Center tenant partners
- Coordinated programming, promotions with local nonprofits and community organizations
- Experiential learning opportunities for lifelong learners interested in digital arts, broadcasting
- On-Air promotion of a diversity of arts, cultural, and educational programs, community activities and interviews
- Provision of a capital investment/tenant improvements into Building 305 and Artillery Hill
Fort Worden
Employee & Board Rental Housing Program

Purpose:
As an employee and board member incentive and benefit, we will offer discounted stays to qualified employees and board members who have been employed at least three months in order for employees and board members to better understand Fort Worden’s facilities, programs and services; and in order for FWPA to gain valuable feedback on facilities, programs and services, and so they may experience all that Fort Worden has to offer.

To assist in the evaluation process, persons utilizing this program will be required to answer a brief survey provided by FWPA on their stay, and will make themselves available for a brief follow up interview if determined appropriate by FWPA.

Pricing:
Discounted pricing would match those offered for our Last Minute and Advanced Purchase customers, which is an additional 20% off our standard rate pricing. We would offer a deposit/cancellation policy matching the Standard rate – 1st night down and fully refundable up to 30 days from arrival.

Limitations:
Discounted pricing is only available to employees and board members that use the program for themselves or direct family members (spouse and children). These rates cannot be transferred to other parties or friends. An employee or board member is entitled up to four (4) nights discounted housing per year (i.e. four nights of accommodations over the course of the year or four rental housing accommodations on one date). Dorm rooms are not available for this program.

Black-out Dates:
Our Peak periods (see below) would be blocked out from this special rate and only available at the same rates offered our other guests.

- Memorial Day Weekend (Friday through Sunday)
- July 1 through September 30th
- Thanksgiving (Wednesday-Saturday)
- Christmas Holiday through New Year’s (Friday before December 24 through January 1)