



Minutes
Board of Directors Meeting
Fort Worden Public Development Authority
Wednesday, November 28, 2018 | 9:00 a.m. – 12:00 p.m.
Commons Building 210, Room B, Fort Worden

- ❖ **Action:** Motion to approve October 19, 2018 Board Meeting Minutes **Unanimously APPROVED**
- ❖ **Action:** Motion to approve **Resolution 18-10** to authorize the Board Chairperson and Executive Director to enter into an agreement with the Washington State Auditor's Office to prepare an Auditor's Report. **Unanimously Approved**

Regular Board Meeting:

I. Call to Order: 9:00 a.m.

II. Roll Call & Staff Introductions

Board Members: Bill James, Cindy Finnie, Jane Kilburn, Lela Hilton, Gee Heckscher, Norm Tonina, Jeff Jackson (calling in), Herb Cook, Bill Brown, Todd Hutton, Terry Umbreit

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

Public: Renee Klein, John Polm, Jeanie Cardon, Carrie Ehrhardt, Sarah Rubenstein, Carla Main, David Goldman, Owen Rowe

Norm Tonina welcomed and introduced Terry Umbreit, a new member of the FWPDA Board of Directors.

Food & Beverage Director Maryna Frederiksen introduced Benjamin Helber, Banquet Porter Lead and Jennifer "Joey" Scimia, Chef de Cuisine

III. Changes to the Agenda

No Changes

IV. Partner Presentation: Port Townsend School District (PTSD)

John Polm (PTSD Superintendent), Sarah Rubenstein (PTSD Communications Director and Maritime Discovery Schools), and Carrie Ehrhardt (Port Townsend High School Principal) presented a Power Point to the Board of Directors.

John Polm talked about how having access to a classroom space at the Fort supports youth to engage with nature, marine ecology and Fort Worden partner organizations. Sarah Rubenstein stated that this is the fifth year of the partnership between FWPDA and the school district. Rubenstein stated that FWPDA provides indoor learning space and that students engage in activities at the Fort that include: continuous nature study, nature observation and programs through Port Townsend School of the Arts, Port Townsend Marine Science Center and Centrum. Rubenstein noted that there are many more opportunities for synergy between partners and the school district and stated that 50 % of all PTSD students come out to Fort Worden every year. Carrie Ehrhardt talked about other PTSD events and educational activities that happen at Fort Worden including; the Senior Symposium, Port Townsend High School Graduation; marine based research projects and robotics. Examples of programs include: studies of eel grass health, starfish health; art students sketching on the beach or reflective writing in the bunkers. Ehrhardt thanked the Fort for providing pre-employment experiences for transition students (special education students) in catering and hospitality. Rubenstein stated that PTSD received a second-year grant from NOAA for students to study ocean acidification. Rubenstein thanked Fort Worden for supporting the Maritime Discovery Schools and talked about leveraging community partnerships in support of experiential learning. Robison stated that the partnership with PTSD is one of FWPDA's most important community partnerships. Todd Hutton asked about opportunities for future growth and new partnerships. Rubenstein stated that there are many opportunities for collaboration that PTSD wants to explore with Partners (i.e. collaborating with Madrona around health and well-being). Terry Umbreit asked about Culinary Arts and Ehrhardt stated that PTSD is bringing back their Culinary Arts and Hospitality Program (a 2-year program through OSPI) that includes bringing in professionals from the community, cheese making, farm to school, healthy organic eating and making food for the homeless shelter. Board, FWPDA staff and PTSD staff discussed possibilities for future collaboration around culinary arts and hospitality education.

Robison noted that advancing culinary arts was a 2018 Strategic Priority and stated that there's significant momentum now that Rufina Garay and Maryna Frederiksen are on staff and Terry Umbreit has joined the board (they all have a strong culinary backgrounds). Rufina Garay was previously an Associate Dean of Culinary Arts and Maryna Frederiksen previously worked at the farm to table restaurant the "Herb Farm" in Woodinville (nothing was sourced more than 70 miles away). Frederiksen was an Executive Chef for 23 years, holds an MA in Education, was active in the Slow Food movement and is passionate about combining culinary arts and her interest in teaching.

V. Public Comment

None

VI. Branding Workgroup Report

A. Staff Report

Robison reviewed an excerpt from the Fort Worden Lifelong Learning Center Public Development Authority Charter and noted that the term Lifelong Learning Center is somewhat nebulous – that it states what the FWPDA is but that the term is not very inspiring. Robison stated that the branding work group has been working since July on a new branding positioning statement and that the process included an open house (by invitation), feedback from the Partners, FWPDA Management, and from the FWPDA Executive Committee. Renee Klein, Jane Kilburn and Todd Hutton presented the branding workgroup report (see PowerPoint presentation). Renee Klein reviewed Branding Positioning Statement examples and stated that the positioning

statement is not a tagline but a tool for the marketing team to use, however, the tagline could emerge from the statement. Klein reviewed preliminary staff input and noted that branding should address needs of diverse users. Hutton explained the branding workgroup process and reviewed various iterations of the branding statement. Hutton reviewed feedback from partners, staff and the community and showed how feedback was incorporated into the branding statement. Committee and staff discussed the challenge of capturing the poetry, mythology and specialness of Fort Worden and Port Townsend. Todd Hutton reviewed V.5 of the branding statement and asked board members to provide their input.

B. Board Discussion

Board and staff discussed highlighting the majestic natural beauty of Fort Worden and language including: “Fort Worden amplifies experiences” and “serendipitous connections happen in unexpected and rich ways.” Bill James stated that the branding process was well executed and that he likes the product of the work group. Lela Hilton stated that she really appreciates the process and stated that the Nature Bridge mission statement really evokes what happens to people through their programs and that the Presidio example contains inclusive language. Board and staff discussed the use of the word *charming* and including *national treasure*. Hilton recommended including *Salish Sea*. Board and staff discussed replacing *Charming Port Townsend* with *Historic Port Townsend* and replacing *Fort Worden is an historic treasure* with *National Treasure*. Kilburn suggested capturing the specialness of this place - a place that we need to nurture and honor. Hutton encouraged the board to send any additional input to Kilburn. Robison stated that it’s important that partners feel that they can fit within the statement. Terry Umbreit stated that as an academic he likes that the workgroup moved away from *learning* and *education* because it sounds elitist. Hutton reminded the board that next steps include grappling with the tagline. Staff and board discussed aspirations for the future and becoming a national destination for arts, culture, ideas, health and play. Hutton stated that it’s time to move beyond *Fort Worden State Park Conference Center*. Tonina noted that there are different types of models that could be explored including: *experiential learning, immersive learning, centers for transformation and creativity*. Hilton suggested *engaged learning*. Umbreit noted that *Lifelong Learning* often applies to messaging or programs directed to adults later in life (i.e. age 50 and above). Cindy Finnie noted that she was part of the process that started in 2003 which eventually resulted in the vision of the Lifelong Learning Center and that the name is no longer relevant since the campus has evolved. Robison talked about the use of *campus*, noting that it denotes learning.

VII. Consent Agenda

A. Review and Approval of Regular Board Meeting Minutes, October 19, 2018

Action: Motion to approve October 19, 2018 Board Meeting Minutes
Unanimously APPROVED

VIII. Review and Discussion of Financials

A. Staff Report

Diane Moody reviewed financials (see financial memo for details). Revenues remaining on target. Moody noted that she heard leisure travel in Port Townsend is down about 10% overall and stated although leisure is down at the Fort, group sales are up compared to last year. Personnel costs are over budget – in part due to being under-capacity to serve multiple large events simultaneously several times, resulting in overtime.

B. Board Discussion

Board and staff discussed managing and possibly limiting events and developing stronger communications between departments. Tonina noted that taking over maintenance also impacted expenses. Hutton stated that this is a phase of recalibrating equilibrium and projections. Tonina noted that Fort Worden PDA is a start-up and that there are choke points as businesses go through cycles. Board and staff discussed utility expenses and Moody noted the budgetary impact of a severe water leak and that the Energy System was scheduled to already be in place (resulting in higher utility costs than budgeted). Robison stated that staff are looking ahead, identifying risk points and developing contingency plans. Hutton suggested a formal business continuity plan tied to the Emergency Plan. Robison stated that an emergency preparedness plan is in progress and will be shared with the board in January.

IX. Resolution authorizing Board Chairperson and Executive Director to enter into an agreement with the Washington State Auditor's Office.

A. Staff Report

B. Board Discussion

Board and staff discussed the Charter, bylaws and audit.

Action: Motion to approve **Resolution 18-10** to authorize the Board Chairperson and Executive Director to enter into an agreement with the Washington State Auditor's Office to prepare an Auditor's Report.

Unanimously Approved

X. Staff Report

A. 2019 Budget Process

Robison discussed the budget process and bringing a 2019 budget to the board in December. Robison noted that some revisions may be needed in order to encourage input by newly hired Department Directors. Jeff Jackson stated that he would have been okay with delaying the budget for a month in order to ensure a thoughtful process. Jane Kilburn stated that the board has a fiduciary responsibility to the public to complete the budget in a timely manner. Tonina noted that Food and Beverage Director Maryna Frederiksen is very new and is still learning the Food & Beverage department and stated that he would rather have a plan that Frederiksen creates. Staff and the board discussed how to support recently hired Directors to have input into and ownership of their budgets. It was decided that staff would present an annual budget by the end of January.

B. Makers Square Project Update and Timeline

Robison reviewed the Makers Square budget and stated that there will be a deep dive into Makers Square at the December board meeting. Robison stated that Heckscher is an astonishing project manager who pays close attention to detail. Robison proposed holding a special meeting in January to review Makers Square bid documents. Heckscher reviewed the Makers Square timeline and noted that building 305 is now empty but that it cost Fort Worden PDA upwards of \$30,000 to empty the building (the work was originally going to be completed by State Parks). Heckscher stated that State Parks are working with Orkin to remove bat guano from the attic. Robison stated that Washington State Parks had budgeted \$100,000 to repair historic windows and that the FW PDA has hired Kevin Palo to train

graduates of Port Townsend School of Woodworking and the FWPDA facilities crew to complete window repairs. Palo will return in December to facilitate a storm sash project for building 305. Board and staff discussed windows in 324 and Robison reported that permit applications were submitted six weeks ago and that Signal Architects Design team is wrapping up final construction drawings that includes permitting feedback. Robison stated that the final cost estimate will be completed mid to late December and the next phase will be analyzing the estimates, looking at projected cost versus funds on hand and developing final strategy. Robison stated that the project will go out to bid by the end of January and that construction will start in early March. Tonina noted that there has been a slight schedule slip but that the project remains on schedule since the bid window has been shortened by one week. Heckscher stated that the Signal design team has been contacting possible contractors to notify them that Makers Square will go out to bid in January. Heckscher reviewed the Makers Square timeline.

C. Glamping Update

Robison discussed the glamping process and stated that he has been in communication with the Department of Corrections about bringing in one or two crews to do site development work (limbing and clearing sites). Robison stated that the total projected cost of the glamping project is between \$1.5 million to \$1.8 million. Robison stated that Phase 1 of the project will include 16 units with bathrooms. Robison and the board discussed the shared kitchen shelter and financial projections. Moody discussed financing options and reviewed a Glamping Cash Flow Pro Forma. Board and staff discussed occupancy, equity and financing. Hilton suggested informing visitors about this exciting project (i.e. putting information in the lobby). Robison noted that the water/sewer infrastructure cost is the most significant cost.

D. Fortopia Debrief

Garay discussed Fortopia feedback, target demographics, creating synergy and alignment with mission. Board and staff discussed whether age 50 and up is a good target market. Rufina stated that each partner is determining how to contribute effort to Fortopia on a scale that makes sense to them. Garay noted that FWPDA staff and Partner organizations now better understand what they are collectively capable of and are focusing on bringing a “wow” factor to Fortopia. Garay and the board discussed a shorter, more focused Fortopia (i.e. Return of the River, Goddard, the Marine Science Center, a collaboration with the S’Klallam Tribe that would include trip to lower Elwah River). Board and staff discussed collateral, infrastructure, branding and marketing. Hilton suggested timing the program to coincide with the return of the salmon. Garay stated that the collaborative process has sparked new ideas and that some partners would like Fortopia to serve as an incubator for new partner programming. Robison stated that the original intent of Fortopia was to build stronger partnerships and collaborative marketing and programming – building intersections of arts & ecology and in that sense the program was successful. Board and staff discussed Seattle Theater Group and the possibility of tying an event to the Fortopia concept. Garay noted the importance of cultivating synergy between organizations and that these types of unique, innovative and collaborative initiatives can support Fort Worden to become more of a national destination for arts, ideas, community, wellness and play.

E. December/January Workplans

Robison stated that he is meeting with Directors tomorrow to finalize December and January work plans.

XI. Board Reports/Discussion

- ❖ Cook reported that the majority of board members of both the Fort Worden Foundation and the Fort Worden PDA have made 2018 donations to the Fort Worden Foundation and thanked the donors. Cook noted that charitable donations by all board members is viewed favorably by some grantors. Board and staff discussed appreciated securities, full deduction of securities and capital gains tax exclusions for those over age 70.5 on required minimum distributions.
- ❖ This is Bill James last meeting serving on board and Robison stated that James was instrumental in the Port Townsend Hospitality buy out negotiations as well as advising on beer systems at Taps. Robison stated that James provided monthly financial oversight and that his perspective and service was appreciated. James stated that he appreciated the opportunity to work with staff and board.
- ❖ Robison stated that it also is Bill Brown's last board meeting as he is relocating to Newcastle to be closer to family. Robison stated that he has been a role model and inspiration --Brown traveled to State Parks Commissioners meetings, crawled under buildings and ensured that the FWPDA financials stayed "in the banana." Robison stated that Brown's wisdom and experience is unmatched and that he was instrumental in the progress that the FWPDA has made.

XII. Public Comment

Board Member Departures: Goldman thanked Bill James and Bill Brown for contributing an enormous amount to the board. Carla Main stated that Bill James and Bill Brown are unsung heroes who have made a massive difference and that when people come to Fort Worden and have life changing experiences – it's because of the work of Bill Brown and Bill James.

Branding: Jeannie Cardon stated that she liked the use of "National Treasure" and suggested including "for all people." Goldman stated that he liked the use of National Treasure and changing historic to Port Townsend and thanked the workgroup for doing a very fine job. Carla Main encouraged the staff, the board and the branding work group to consider including language that anchors access for everyone and that captures the transformation that happens at Fort Worden.

XIII. Next Meetings

- ❖ Executive Committee Meeting December 11, 2018
- ❖ Joint FWPDA/Fort Worden Foundation Board of Directors Meeting December 19, 2018
- ❖ Staff and Board Holiday Party December 19, 2018

XIV. Adjourn: 11:59 a.m.

Board Packets and PowerPoint Presentations are available on our website at: www.fortworden.org under public documents>agendas & documents>public meetings>PDA Board Meeting 11.28.18