

MINUTES
Board of Directors Meeting
Fort Worden Public Development Authority
Wednesday, November 29, 2017 | 9 a.m. – 12 p.m.
Commons B (Building 210), Fort Worden

ACTIONS:

- ❖ **APPROVED** Board Meeting Minutes from September 27th, 2017
- ❖ **APPROVED** 2018 Board Schedule
- ❖ **APPROVED** **Resolution 17-07** increasing Champion Video Production contract

Regular Board Meeting:

I. Call to Order: 9:02 a.m.

II. Roll Call & Staff Introductions

Board Members: Bill James, Bill Brown, Harold Andersen, Herb Cook, Lela Hilton, Jane Kilburn, Norm Tonina, Gee Heckscher, Todd Hutton

Staff: Dave Robison, Karolina Anderson

Public: George Randels, David Goldman, Kevin Alexander

Daniele Costello introduced Ray David, Maintenance Lead.

Norm Tonina introduced PDA board member Todd Hutton. Hutton discussed his previous involvement at Fort Worden and his support of the mission of the Lifelong Learning Center.

III. Fort Worden Partners Report

The Partners Report was included in the board packet, there was no Partner presenter.

IV. Changes to the Agenda

No changes

V. Correspondence

Executive Committee minutes were included under correspondence.

VI. Consent Agenda

- ❖ Review and approval of Board Meeting Minutes, September 27th, 2017

Action: Motion to approve Board Meeting Minutes from September 27th, 2017

Unanimously APPROVED

- ❖ 2018 Board Schedule

Action: Motion to approve the 2018 Board Schedule

Unanimously APPROVED

VII. Review and Discussion of October Financials

A. Staff Report

Dave Robison reviewed October financials as summarized in the memo by Diane Moody (in packet). Total revenue is ahead of budget by approximately 20% mostly due to

increase in leisure travel. Robison commended Ken Porter, Reservations Manager. Robison noted that food & beverage is coming in at 30 % ahead of budget in November, stating that Reveille has been a driver – wine dinners and brunches are especially successful. Robison noted that revenues fall significantly in January, February and March and that the PDA will need to draw on the credit line to meet expenses. The \$250,000 credit line has been dormant since May.

B. Board Discussion

The board discussed that food and beverage at the Fort is adding value for the community and for Fort Worden and Todd Hutton noted that there have been some inventive marketing strategies that have been applied (i.e. Tequila Tuesday & Whiskey Wednesdays). Norm Tonina commended Food and Beverage Director Kristan McCary. The board discussed utilities (which are over budget) - potential water leaks, how utilities are tracked and energy efficiency improvements. Robison reported that Hecksher and Sammons are in the process of installing meters on partner buildings. Jane Kilburn stated that she's concerned that Centrum currently owes the PDA \$159,000. Robison stated that the impact of these past due balances inhibit new projects or major capital improvements. However, Robison stated that Centrum is motivated to get current since they are currently on a year-to-year lease and must remain current for twelve consecutive months before receiving a long-term lease. Robison stated all partners are now making advance deposits for residential programs. Larry Sammons and Gee Heckscher are conducting a conditions assessment of all the buildings which being subleased by partners.

VIII. Gray Wolf Ranch Academy

A. Staff Report

Robison reviewed the Gray Wolf Ranch Academy (“the Academy”) proposal (in packet) and read their mission statement. Robison noted that the Academy is a good complement to the mission and vision of the Lifelong Learning Center. The Academy will be using a small, underutilized space – the former maintenance room in building 204. The academy enrolls 4-9 students at a time and they plan to work with Partners to engage residents (i.e. Madrona Mind Body Institute, Port Townsend School of the Arts, and Port Townsend School of Woodworking) and they are excited about other potential partnerships. Academy participants who wish to do so can apply to perform community service onsite. The PDA currently has two Academy participants working 3 hours twice per week with the Facilities crew. Susan De Lapp stated that the Academy will encourage families to come and stay at Fort Worden once per month, contributing to lodging revenue. Dave Robison reviewed the proposed lease terms and conditions including tenant improvements that would be provided by Gray Wolf.

B. Board Discussion

Bill James asked about what costs would be incurred by the PDA to get the space ready for the Academy - Robison replied that the repairs and renovations would be paid for by Gray Wolf Ranch Academy and most likely performed by the PDA facilities crew. DeLapp stated that she wants to incorporate education and outreach and give workshops every six weeks. Lela Hilton stated that she admires the work that Gray Wolf does but that she wants to make sure that the program piece is not an afterthought. Hilton and Jane Kilburn recommended establishing a process for selecting new partners (i.e. a committee or an RFP process). Robison stated that the Academy has a good track record and a good

business model that incorporates community service and education. Norm Tonina stated that a process for selecting new partners is in process and Jane Kilburn requested that the process for selecting new partners be reviewed at the board retreat.

Action: Motion to approve the Executive Director to enter into a lease agreement with Gray Wolf Ranch Academy. **Unanimously Approved**

IX. Resolution 17-07 Authorizing the Executive Director to increase the Champion Video Productions contract budget

A. Staff Report

Robison presented a resolution to increase the Champion Video productions contract budget from \$10,000 to \$20,000. Robison noted that Champion Video has generated promotional materials for Centrum, Madrona Mind Body, the Port Townsend Marine Science Center and the Northwest Maritime Center. Robison detailed that \$10,000 is for Champion Video to produce a 4-minute video about Fort Worden and the other \$10,000 is for producing a video on how to best get to Port Townsend & what to do in Port Townsend and the Fort when you get here.

B. Board Discussion

Bill James asked whether the video will be accessed through the website and Robison affirmed that it will be accessible through the Fort Worden website and that the other video will also be used by the City of Port Townsend and other community organizations – noting that linking websites together will improve collateral marketing for all. The committee discussed collaborative marketing initiatives and Hutton suggested working closely with the Washington Tourism Alliance.

Action: Resolution to authorize the Executive Director to increase Champion Video Productions contract budget from \$10,000 to \$20,000. **Unanimously Approved**

X. Staff Report

A. Director's Retreat

Dave Robison reviewed outcomes from the Director's Retreat facilitated by Peter West (summary in board packet) and *culture, consistency and communication* were identified as key themes. Robison stated the Directors discussed what it means to be a Lifelong Learning Center – noting that the Lifelong Learning Center is similar to an ecosystem and also similar to a University campus. The retreat also focused on core values, identifying and leveraging staff strengths and what it would look like if Lifelong Learning was at the center of everything we do as an organization. Department Directors reviewed 2018 priorities. Norm Tonina encouraged staff to set stretch goals. A key takeaway was the importance of a board retreat to focus on a three-year strategic plan that included board governance objectives.

B. Strategic Plan Update

Robison reviewed the 2018 strategic goal of establishing a national destination for Lifelong Learning. Robison stated that day-to-day operations are now stabilized and we can now focus on the 2018 strategic goal as well as the five strategic priorities (in packet).

C. 2018 Budget Process

Robison stated that a budget meeting is scheduled with Department Directors next week. A

preliminary budget will be presented to the Executive Committee on Dec 14th and the final draft budget will be presented to the Board of Directors on December 20th.

D. KPTZ Update

Dave reviewed the KPTZ proposal (in packet). After reviewing all buildings on the campus and evaluating current building uses the architectural team recommends that future building 305 is the best space for KPTZ. If unoccupied, building 315 would be the best fit for a radio station. However, that building is currently used by the Rainshadow Recording studio and the Woodworking School. Lela Hilton reiterated that she wants more detail on how new partners will provide programming and would like to have more time to review partner proposals. Herb Cook suggested that language be inserted to make taking on ownership of the KPTZ portable optional. Robison clarified that the PDA will incur no cost to move forward with this agreement. Robison stated that KPTZ is an ideal long-term anchor tenant for Makers Square.

E. Washington State Capital Budget status

Robison reported that the State Capital Budget has not yet been approved and stated that this is a setback for moving forward on the capital campaign for Makers Square.

F. Makers Square – Historic Tax Credits

Robison reported that the PDA received Part 2 Approval from the National Park Service (NPS) for Historic Tax Credits for Makers Square. However, pending versions of the Federal Tax Code calls for historic tax credits to be reduced or eliminated in 2018. Building design modifications requested by NPS include: no visible skylights or solar panels on building 305 and other minor design changes. The board discussed requested design changes and Robison stated that he is working closely with the WSP Historic Preservation Officer and looking at design solutions rather than pursuing an appeals process.

XI. Public Comment

Herb Cook thanked David Goldman and George Randels for being actively engaged and showing up to public meetings on a regular basis. Dave Robison also thanked Kevin Alexander for always showing up to meetings and reporting PDA information back to the Partners.

XII. Board Reports/Discussion

❖ Seattle Pacific University student project

Norm Tonina reviewed the synthesis report detailing findings made by 20 Masters and PhD students who offered consulting services to Fort Worden (see packet). Participating partners included Port Townsend School of Woodworking, Madrona Mind Body and Port Townsend School of the Arts. Suggestions included: more cross-selling, collaborative marketing, better coordination and a redesign of website.

❖ January board retreat

Robison suggested that the Board Retreat start on Tuesday afternoon with a tour of the Fort including challenges from a capital and operational perspective followed by a dinner (and onboarding) session. Board members are encouraged to stay at the Fort. The following day will include a session over breakfast followed by a full day session. Staying at the Fort will allow the board to provide feedback on service,

accommodations and hopefully cultivate a sense of camaraderie.

❖ **Other**

Norm Tonina encouraged board members to make their annual gift to the Fort Worden Foundation and commended food service staff for working very hard serving more than 600 people at Thanksgiving.

XIII. Next Meetings

- ❖ Executive Committee Meeting, December 14, 2017
- ❖ 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
- ❖ PDA Board of Directors Retreat January 23 & 24, 2018

XIV. Adjourn: 11:31 a.m.