



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

**Actions:**

- ❖ Approve November 20, 2018 Executive Committee Minutes: **Unanimously Approved**

**Regular Executive Committee Meeting:**

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

**II. Roll Call**

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

Immediate Past President: Cindy Finnie (by phone)

Staff: Dave Robison, Rufina Garay, Karolina Anderson

Public: David Goldman

**III. Changes to the Agenda**

None

**IV. Review of Draft December 19, 2018 Board Meeting Agenda**

Staff and the Committee reviewed the board meeting agenda. Committee and staff discussed Makers Square phasing, creating fundraising benchmarks, high-level operating milestones and developing operational readiness. Committee and Staff discussed the Makers Square Timeline and weighed pros and cons of phasing the project. Heckscher stated that Makers Square is slated to go out to bid in January. Heckscher stated that Makers Square is on schedule and that 100% construction drawings have been received and are under review.

Staff and the Committee discussed criteria for going out to bid, fundraising, the upcoming Historic Tax credit analysis, developing operational readiness and the upcoming Makers Square RFP (Request for Proposals) process.

**V. Review and Approval of November 20, 2018 Executive Committee Minutes**

Unanimously Approved

## **VI. Cash Flow Projection Report**

Moody reviewed the cash flow projection report and stated that FWPDA received a \$95,000 payment from Centrum last week.

## **VII. Marketing Committee Update**

Garay reported on the Marketing Committee meeting, discussed the 2019 Year In Review process and stated that an improved website is a priority in early 2019. Staff and the Committee discussed gathering demographic data, consistency of communications across campus, and integrating the work of the branding committee. Staff reported that the shift from leisure to groups has been successful and noted that website demographic data revealed that females between the ages of 25 to 34 are the most common visitors to the Fort Worden website. Staff and the Committee discussed the original Frause strategic marketing plan and website development. Staff and the Committee discussed earmarking \$30,000 in the 2019 budget and developing a scope of work to hire a consultant to build on the work of the branding work group.

## **VIII. Makers Square Update**

Robison presented alternate phasing options and noted that about three million dollars of funding for Fort Worden is pending in the Governor's Capital Projects budget. Staff and the Committee discussed the risk to Fort Worden and Makers Square if the State Legislature is unable to reach an agreement on the Capital Budget. Robison proposed a series of alternates that can be added on as funding becomes available. Robison reviewed the Signal alternates proposal and noted that funds are already in place to cover the Bldg. 305 base bid. Staff and the Committee discussed Makers Square Partner fundraising timelines, pressure points and goal of minimizing risk to the FWPDA. Staff and the Committee discussed the construction bid process.

## **IX. Board & Staff Discussion**

- **Fort Worden Foundation Board Appointments**

Staff and the Committee discussed the motion to nominate Barry Mitzman to the Fort Worden Foundation Board of Directors. Robison stated that Mitzman is a Peabody Award-winning journalist, writer, editor and speechwriter who has been actively engaged in the Fort Worden branding process. Staff and the Committee discussed fundraising, staffing and growing the Fort Worden Foundation.

- **Employee Handbook**

Robison reported that a new Employee Handbook and Benefits Guide is in progress that will be brought to the Board of Directors in January for review and approval and committee and staff discussed changes. The handbook includes three sections: guide to employment covering all legal points of employment, guide to benefits and operations policies/code of conduct.

- **Glamping Financing Update**

Robison reported that he had a meeting with a local bank regarding glamping financing and that he met with the Port Townsend City Manager. Staff and the Committee discussed equity, financing and the SEPA process. Robison reported that financial options will likely be presented in January. Robison noted that tree inventory and preliminary site clearing is in progress. Staff and the Committee discussed infrastructure, financing, a loan guarantee, ongoing operations, risk and reward payoff as well as potential impacts on other projects.

- **Holiday Party**

Robison discussed the Holiday Party and the decision to have the event catered so that Food & Beverage staff would be able to attend the event. Committee and staff discussed increasing the event budget to \$3,000 to accommodate increased numbers of attendees.

- **Annual Board Member Gifts**  
Tonina reviewed the Fort Worden Foundation gift table and noted that FWPDA board member donations were nearing \$200,000 and that the majority of FWPDA board members have donated.
- **Corporate Sponsorships**  
Robison requested that board members support staff with researching and soliciting corporate sponsorships – staff and the committee discussed.
- **Audit Review Committee Meeting**  
Moody reported that the audit is underway. Staff and the Committee discussed appointing an audit review committee. Moody noted that the Executive Committee served as the audit review committee in 2017 and the committee decided to put the motion before the full board on December 19, 2018. Committee and staff discussed developing a Finance Committee in the future.
- **Washington State Parks Commission 2019 Capital Budget**  
Robison stated that the Governor’s Budget will be released on Thursday. Robison noted that Governor Inslee just released his Clean Building, Clean Energy and Clean Transportation Plan which could connect to Fort Worden’s request for a geothermal system and an electric vehicle fleet. Staff and the Committee discussed additional legislative requests for funding (i.e. geothermal) and Robison stated that he will be spending time in Olympia over the next few months.
- **2019 Board Meeting Schedule**  
Committee and staff reviewed and made changes to the 2019 Board and Executive Committee Meeting schedule.
- **2018 Year-In-Review**  
Robison reviewed the proposed 2018 Year-In-Review process, layout, accomplishments and highlights. Staff and the Committee discussed 2018 financial performance measures and making the Fort Worden Foundation a priority in 2019. Staff and the Committee discussed 2019 goals and objectives including: clarifying roles & responsibilities, discipline and execution, delegating, processes, improving communication systems and infrastructure, efficiency and consistency, performance management and leadership development. Robison proposed that 2018 was “A Year of Growth and Transformation” and that 2019 is the “Year of Stabilization.” Staff and the Committee discussed focusing on projects already in progress to ensure that they are well executed. Robison stated that due to new hires, the leadership team is much stronger heading into 2019. Committee and staff discussed succession planning, strategic planning, community partnerships and strategic initiatives (hospitality and culinary arts program, branding process, residency programs).
- **Additional Discussion**  
Staff and the Committee discussed the partner ecosystem and recruiting partners who can support the mission and vision of the Lifelong Learning Center at Fort Worden. Finnie noted that Fort Worden has gone through extraordinary growth in the last five years. Staff and the Committee discussed the national economy as a risk point, partner needs, FWPDA financial needs and avoiding gift of public funds. Staff and the Committee discussed branding, marketing and telling the story of the public benefit that Fort Worden brings to the town, the state and the nation as a whole.

**X. Public Comment**

David Goldman encouraged staff to tell the story of what is happening at Fort Worden, stated that the community is full of good ideas and asked “how can people be further encouraged to engage?”. Goldman

stated that there is an opportunity to leverage the work that the branding work group has done and encouraged staff to consider leadership bandwidth when moving ahead in 2019. Goldman commented that it's important that Makers Square makes money operationally and encouraged staff to take that into consideration when choosing partners.

**XI. Adjourned:** 11:35 a.m.

**XII. Executive Session to review lease terms and conditions in accordance with RCW 42.30.110 (c).** The Executive Committee entered an Executive Session to review lease terms and conditions.