

**APPROVED Minutes**  
**Executive Committee Meeting**  
**Fort Worden Public Development Authority (FWPDA)**  
**Seminar Building 298, Fort Worden**  
**Tuesday, December 14, 2017**  
**9:00 a.m. to 11:00 a.m.**

**Regular Executive Committee Meeting:**

- I. Call to Order:** 9:03 a.m.
- II. Roll Call**  
Committee Members: Cindy Finnie (by phone), Jeff Jackson (by phone), Gee Heckscher, Norm Tonina, Jane Kilburn  
Staff: Dave Robison, Diane Moody, Karolina Anderson
- III. DRAFT December Board Meeting Agenda**  
The committee reviewed the December board meeting agenda - only the facilities crew will be introduced at this time.
- IV. Review and approval of Executive Committee Minutes**  
The Committee reviewed the November meeting minutes.  
**Motion:** Approve the Executive Committee minutes from November 21, 2017  
**Unanimously APPROVED**
- V. Review Cash Flow Report and 2018 Draft Budget**  
Diane Moody reviewed FWPDA organizational goals and top five goals by department (Food & Beverage, Guest Services, Facilities, Administration & Finance, Planning & Development and Sales & Reservations). Moody reviewed highlights of the proposed 2018 budget and 2018 cash flow projections. Moody and Robison reviewed the Capital Improvement budget (see memo and spreadsheets in committee packet for details).  
  
Robison commended Moody on facilitating the budget process in a way that increased ownership, accountability and a sense of collaboration between department directors.
- VI. Board and Staff Discussion**
  - **Glamping:** The committee discussed financing options, budget and the timeline.
  - **Energy Efficiency Project:** Committee discussed an anticipated payback timeframe for the project, the scope of the project, installing meters and a letter of commitment from Kitsap Bank.
  - **Planning and Development:** The Committee discussed pros and cons of moving forward on the Culinary Institute feasibility study.
  - **Makers Square:** Robison reported that the Fort Worden Foundation is working with attorney Erik Wishneff, who is a preeminent expert on Historic Tax Credits

nationally. Wishneff has advised the Fort Worden Foundation to form a Manager and Landlord LLC before the end of 2017 in order to take advantage of the existing tax code (the LLC's are necessary for Makers Square to be eligible for Historic Tax Credits). Under the new tax code, the payments would be spread out over five years rather than disbursed in a lump sum – some funders would find incremental disbursements less desirable. The Committee discussed the timeline for Makers Square including the project budget and fundraising.

- **Maintenance Transition:** The Committee discussed a three-year transition plan and project management. The PDA will be absorbing about \$500,000 in maintenance costs starting in May 2018 – the Committee discussed associated risks. Robison reported that he and Sammons are seeking additional funding from State Parks to offset some of these expenses. The Committee also discussed a volunteer program.
- **Sustainability Plan:** Robison reported that the Recycling Committee is making headway towards implementing a comprehensive recycling program across the property. A garbage compressor is being purchased and Food and Beverage is exploring initiatives to reduce waste and increase purchasing of local produce. The Committee discussed seeking additional funding for sustainability initiatives.
- **Strengthening Connection with Downtown Port Townsend:** The Committee discussed networking opportunities and collaborative initiatives including package opportunities (i.e. Rose Theater, Key City Public Theater, Soak on the Sound). Robison reported that 2018 LTAC funding will be focused on tourism infrastructure – at \$25k for 2018.
- **Strengthening Relationships with Existing Partners:** The Committee discussed opportunities for strengthening relationships with Fort Worden Partner organizations. Robison reported on the Fall Break initiative.
- **Sales & Marketing:** Robison reported that wedding revenue has doubled from last year and that the sales department is getting very creative with their marketing and offerings (i.e. marketing “new moons” – second honeymoons).
- **New Partners:** Cindy Finnie suggested, and the Committee discussed, developing a matrix of qualifications for new partners.
- **Retention and Guest Experience:** The Committee discussed turnover in housekeeping – noting that this property is a particularly physically demanding place to work. The Committee discussed ways to increase retention including: wage increases, promotions and fostering and elevating staff – providing opportunities for advancement and to learn new skills (i.e. moving a housekeeper to front desk or cross training). The Committee discussed consistency, reliability and quality customer service.

## VII. Public Comment

David Goldman encouraged the Committee to consider opportunities for telling the story of the economic impact that Fort Worden is having on Jefferson County – suggesting that a consultant could be hired to analyze the impact.

## VIII. Adjourned: 11:28 a.m.