

**Executive Committee Meeting  
Fort Worden Public Development Authority  
Tuesday, February 20, 2018 | 9 a.m. to 11 a.m.  
Commons A Building # 210, Fort Worden**

**Public Meeting Agenda:**

1. Review of draft February 28, 2018 Board Meeting Agenda
2. Review and approval of January 16, 2018 Executive Committee Minutes
3. Review January Cash Flow Report
4. First Federal Credit Line Increase
5. Master Lease Amendments
6. Employee Handbook Review & Next Steps
7. Board & Staff Discussion
8. Board Retreat Agenda

**AGENDA**  
**Board of Directors Meeting**  
**Fort Worden Public Development Authority**  
**Wednesday, February 28, 2018 | 9 a.m. – 12 p.m.**  
**Commons B (Building 210), Fort Worden**

**Regular Board Meeting:**

- I. Call to Order
- II. Roll Call & Staff Introductions
  - ❖ Sales Team: Cody Griffith, Erin Jonsson, Rachel Barbieto, Rachel Mills and Julie Brown
- III. Fort Worden Partner Presentation
  - ❖ Rainshadow Recording Studio?
- IV. Changes to the Agenda
- V. Correspondence
  - ❖ Fort Worden Partners Report
  - ❖ Executive Committee Minutes February 20, 2018
- VI. Consent Agenda
  - A. Review and approval of Board Meeting Minutes, January 24, 2018
- VII. Review and Discussion of January Financials
  - A. Staff Report
  - B. Board Discussion
- VIII. Market Focus: Sales Presentation
  - A. Staff Report - PowerPoint
  - B. Board Discussion
- IX. Glamping Update
  - A. Staff Report
  - B. Board Discussion
- X. Staff Report
  - A. Legislative Update
  - B. Board Retreat
  - C. Property Management System
- XI. Public Comment
- XII. Board Reports/Discussion

XIII. Next Meetings

- ❖ Executive Committee Meeting March 20, 2018
- ❖ Board of Directors Retreat, March 28 & 29, 2018

XIV. Adjourn

DRAFT

**Minutes**  
**Executive Committee Meeting**  
**Fort Worden Public Development Authority (FWPDA)**  
**Seminar Building 298, Fort Worden**  
**Tuesday, January 16, 2018**  
**9:00 a.m. to 11:00 a.m.**

**Motions:**

1. Executive Committee minutes from December 14, 2017 **Unanimously APPROVED**
2. Authorize Executive Director to administer Master Lease amendments. **Unanimously Approved**

**Regular Executive Committee Meeting:**

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

**II. Roll Call**

Committee Members: Jeff Jackson, Gee Heckscher, Norm Tonina, Jane Kilburn

Immediate Past President:Cindy Finnie (by phone)

Staff: Dave Robison, Diane Moody, Karolina Anderson

Public: David Goldman

**III. DRAFT January Board Meeting Agenda**

The committee reviewed the January board meeting agenda. Year in Review will be reframed as an annual report to the community.

**IV. Review and approval of Executive Committee Minutes**

The Committee reviewed the December meeting minutes.

**Motion:** Motion to approve the Executive Committee minutes from December 14, 2017  
**Unanimously APPROVED**

**V. ReviewCash Flow Report**

Diane Moody reviewed the Cash Flow Projection Report for January, February and March. Moody reported that Centrum is paid up to date through 2017. The Committee discussed Year End financials.

**VI. Master Lease Amendments**

Robison reported on the master lease amendment process with State Parks stating that the majority of the amendments are housekeeping issues (i.e. Discover Pass requirements, camping reservations). Other lease amendments (i.e. lease area boundary) will need to go before the full State Parks Commission. The Committee discussed Master Lease Amendments and what portions of the amendments should go before the board in

February. The committee requested that a slide of revised park boundaries be shown to the Board when it is developed.

**MOTION:** Authorize Executive Director to administer Master Lease “housekeeping/administrative” amendments. **Unanimously Approved**

## **VII. State Parks Operating Support**

Robison reported that Diane Moody, Larry Sammons and he met with State Parks regarding operating support and outlined details of the request. Robison stated that State Parks is currently operating on a \$5 million deficit. At the meeting, they discussed other opportunities including: true cost for contracts, direct purchasing and requesting additional funding from legislators. The Committee discussed strategies for increasing revenues. Robison reviewed the 2018 FWPDA Transition Maintenance Plan and the Committee discussed contingencies if State Parks operating support is not available.

## **VIII. Amendments to Signal Contracts**

### **a. LEED Documentation**

Robison discussed the LEED (Leadership in Energy and Environmental Design) certification process for building 305 in Makers Square stating that there are four levels of certification possible: silver, gold, platinum and a living building. Robison stated that LEED compliance is a pre-requisite to accessing \$2 million in state funding and is also appealing to certain potential funders (i.e. Bullitt Foundation). The LEED certification process costs \$66,850.00. Robison noted that NWMC was the first LEED gold building on the Olympic Peninsula. Robison stated that a geo-thermal heating system at Makers Square could make the project eligible for a Platinum LEED certification (all energy must be generated onsite to be eligible for this level of certification). There are very few buildings with a platinum level certification and that designation would make Fort Worden a leader in environmental sustainability and potentially open new funding opportunities. Implementing a geo-thermal energy system would nearly eliminate energy costs at Makers Square - the initial investment would cost about \$650,000.

### **b. KPTZ Tenant Improvements**

The Committee discussed KPTZ tenant improvements and presenting these proposed improvements to the board. Robison stated that State Parks will work directly with KPTZ so that they can move ahead with a separate agreement to move their radio tower onto Artillery Hill. The lease area for the tower could transfer to FWPDA lease area at a later date. Robison noted that KPTZ will pay for tenant improvements to the basement of building 305, and we will need to present an amendment to our contract with the architects for the improvements.

## **IX. Makers Square Project Timeline**

Gee Heckscher reviewed a draft project timeline for Makers Square and noted that the project must be completed within 30 months from January 1, 2018 in order to receive Historic Tax Credits. The Committee reviewed and discussed the Makers Square Project timeline. The Committee requested that staff include a Makers Square update at each board meeting (i.e. schedules, progress on Capital Campaign). Robison reported that

approximately \$7 million has been raised and another \$5-6 million still needs to be secured to complete the project. Robison stated that fundraising efforts for Makers Square were suspended while the Historic Tax Credits were pending— citing the benefits of approaching potential funders with Historic Tax Credits already secured.

The Committee thanked Heckscher for his efforts on the Makers Square construction timeline.

#### **X. Employee Handbook**

Moody reviewed the Employee Handbook and associated Memo noting that the PDA is changing to personal days from holidays. The Committee discussed sick time accrual (one hour per 40 worked) and salary and merit increases. The Committee discussed objectives or duties as laid out in job descriptions.

Robison noted the importance of being explicit about our organizational commitment to Lifelong Learning, the Fort Worden PDA mission, team work, interdepartmental collaboration and culture. Robison stated additional goals of moving towards consistency/predictability and supporting the Lifelong Learning Center to increasingly thrive.

The Committee decided to review the Employee Handbook and provide feedback prior to the February Executive Committee meeting. The Committee suggested including a training policy on sexual harassment, guns and social media to the Employee Handbook. The Committee also suggested including excerpts of the Open Meetings Act and the Public Records Act. The Committee discussed the size and writing style of the Employee Handbook and how to ensure that people read the it in its entirety.

#### **XI. Board and Staff Discussion**

The Committee discussed the inherent complexity of Fort Worden and ensuring that the efforts of the Executive Director is being best leveraged. The Committee discussed determining where FWPDA wants to be in 3 years and then developing and executing a strategy to get there.

The Committee discussed the heating system in House 16, the water leak by building 315 and the need for Washington State Parks to repair these items before the May 1 transition date.

#### **XII. Public Comment**

David Goldman asked a clarifying question about contract services – Moody answered that State Parks is reviewing 2017 actual costs.

Goldman noted that the FWPDA is dedicated to becoming an employer of choice in Jefferson County and encouraged the FWPDA to convey a message that we're creating a

family type network – stating that the protection of a social net will likely become increasingly important.

Goldman suggested cascading entity goals, performance reviews that tie back to the entity goals and including a reference to organizational goals in job descriptions.

**XIII. Board Retreat Agenda**

Robison will review the Board Agenda with Tonina. The Board Retreat will take place in the Commons Building.

**XIV. Adjourned: 11:07 a.m.**

2/20/2018

<b>Monthly Cash Flow Projection</b>					
<b>Hospitality Services</b>					
	Projected				
	Jan	Feb	March	April	TOTAL
<b>1. CASH ON HAND</b>	325,000	240,697	232,197	83,197	
<b>2. CASH RECEIPTS</b>					
Lodging & Services	198,687	250,000	260,000	325,000	1,033,687
(Main Account (Payment- Owed)	0	0	0	0	0
Leases	4,738	4,500	13,500	8,000	30,738
From Advance Deposits		50,000			50,000
Loan or Other Cash Injection			50,000	75,000	125,000
Grants	30,000	0		0	30,000
<b>3. TOTAL CASH RECEIPTS</b>	233,425	304,500	323,500	408,000	1,269,425
<b>4. TOTAL CASH AVAILABLE</b>	558,425	545,197	555,697	491,197	2,150,514
<b>5. CASH PAID OUT</b>					
Personnel and Payroll Expenses	202,000	190,000	325,000	265,000	982,000
General Operating	113,902	110,000	138,000	140,105	502,007
Furniture-Fixtures-Vehicles	0	11,500	8,000	18,800	38,300
Leasehold Improvements	1,826	1,500	1,500	2,000	6,826
Fund/Account Repayment					0
Subtotal	317,728	313,000	472,500	425,905	1,529,133
Loan Principal Payment					0
<b>6. TOTAL CASH PAID OUT</b>	317,728	313,000	472,500	425,905	1,529,133
<b>7. CASH POSITION</b>	240,697	232,197	83,197	65,292	
Difference from previous month		69,197			



**Previous Month Report**

<b>Monthly Cash Flow Projection</b>					
<b>Hospitality Services</b>					
Projected					
	Jan	Feb	March	<b>TOTAL</b>	
<b>1. CASH ON HAND</b>	325,000	171,500	165,500		
<b>2. CASH RECEIPTS</b>					
Lodging & Services	132,000	260,000	225,000	617,000	
(Main Account (Payment- Owed)	0	0	0	0	
Leases	11,000	9,000	8,000	28,000	
From Advance Deposits		50,000	50,000	100,000	
Loan or Other Cash Injection			100,000	100,000	
Grants	30,000	0		30,000	
<b>3. TOTAL CASH RECEIPTS</b>	173,000	319,000	383,000	875,000	
<b>4. TOTAL CASH AVAILABLE</b>	498,000	490,500	548,500	1,537,000	
<b>5. CASH PAID OUT</b>					
Personnel and Payroll Expenses	205,000	209,000	295,000	709,000	
General Operating	120,000	115,000	145,000	380,000	
Furniture-Fixtures-Vehicles	0		11,500	11,500	
Leasehold Improvements	1,500	1,000	0	2,500	
Fund/Account Repayment				0	
Subtotal	326,500	325,000	451,500	1,103,000	
Loan Principal Payment				0	
<b>6. TOTAL CASH PAID OUT</b>	326,500	325,000	451,500	1,103,000	
<b>7. CASH POSITION</b>	171,500	165,500	97,000		