

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

ACTIONS:

- ❖ **APPROVED** Board Meeting Minutes from January 24, 2018
- ❖ **APPROVED Resolution 18-02** to authorize Board Treasurer and Executive Director to execute bond financing agreement with Kitsap Bank

Regular Board Meeting:

I. Call to Order:9:03 a.m.

II. Roll Call & Staff Introductions

Board Members: Todd Hutton, Bill Brown, Harold Andersen, Jane Kilburn, Gee Heckscher, Cindy Finnie, Norm Tonina, Jeff Jackson (by phone), Lela Hilton, Herb Cook

Staff: Dave Robison, Diane Moody, Karolina Anderson

Public: Daniele Costello, Krista Hathaway, Jeanie Cardon, Jon Schorr, Erin Jonsson, Cody Griffith, Ken Porter, Julie Brown, Rachel Mills, Rachel Lindsey Barbieto, Lisa Werner

Cody Griffith introduced the Sales Team: Erin Jonsson, Rachel Mills, Rachel Lindsey Barbieto and Julie Brown

III. Correspondence

Norm Tonina referred to the Partners Report and stated that he continues to be impressed by the work that Friends of Fort Worden are doing.

IV. Changes to the Agenda

The order of the agenda changed but the agenda items remained the same.

V. Consent Agenda

- ❖ Review and approval of Board Meeting Minutes, January 24, 2018
- Action:** Motion to approve Board Meeting Minutes from January 24, 2018
- Unanimously APPROVED**

VI. Review and Discussion of January Financials

A. Staff Report

Moody reviewed the financial report memo (see packet) and commended Ken Porter & Cody Griffith on continued revenue increases in leisure and group sales.

B. Board Discussion

Norm Tonina thanked Moody for including financial memos in the board packet. Robison noted that it was only four years ago that the FWPDA took over management of food & beverage services at the Fort (from Bon Appetit - a national franchise). Tonina commended Kristan and staff for their tenacity.

Todd Hutton asked about seasonal revenue flows and when the Fort will start running “in the black” and Moody reported that the Fort usually starts running in the black in May.

VII. Kitsap Bond Financing

A. Staff Report

Moody reviewed and discussed the terms and conditions of the proposed bond financing with Kitsap Bank.

B. Board Discussion

None

Action: Move to adopt Resolution 18-02 to authorize Board Treasurer and Executive Director to execute a bond financing agreement with Kitsap Bank. **Unanimously APPROVED**

VIII. Market Focus: Sales Presentation

A. Staff Report–Video & PowerPoint

Cody Griffith discussed various 2018 sales and marketing strategies (see PowerPoint on the Fort Worden website) including: bringing on a marketing consultant, website improvement, in room collateral, creating the right sales tool kit and telling the Fort Worden story.

Cody Griffith introduced Erin Jonsson, partner services manager and liaison between partners and PDA. Jonsson stated that her roles include marketing and communication, special projects, social media and partner services. Her tasks include: building and designing marketing collateral, helping define partner classifications, and supporting collaborative initiatives with partner organizations (i.e. Fortopia, Fall Break Program).

Griffith stated that the sales team has been engaging in team building events at Lifelong Learning Center partner organizations including: Madrona Mind Body Institute, Port Townsend School of the Arts and Copper Canyon. The goal is for the sales team to familiarize themselves with partner organizations.

Griffith introduced Julie Brown, wedding coordinator and Sales Manager. Brown presented an update on wedding revenues noting that lodging and food revenues from weddings have doubled since last year. Brown stated that she is collaborating with Seattle-based *Weddings Across the Sound* to promote Fort Worden as a venue. Brown is also expanding into reunions and working on new packages to offer guests.

Griffith introduced Rachel Barbieto and Rachel Mills, Sales Managers specializing in group sales. Barbieto and Mills presented information and data pertaining to groups. There has been an increase in bookings for Memorial Groups.

Griffith stated that the sales department is restructuring for success, planning ahead and prioritizing educating & coordinating with touch point staff (i.e. front desk, food & beverage).

B. Board Discussion

Board and staff discussed the promotional video about Fort Worden produced by Champion Video and narrated by Joseph Bedarnik (Copper Canyon Press co-publisher).

Todd Hutton suggested another shorter video that highlights outdoor recreation opportunities at the Fort. Tonina appreciatively acknowledged the progress made by the sales team, noting their collaborative way of working together and drew a comparison to the basketball team motto/theme: “better together.”

Tonina commended the sales team for their efforts and Cody Griffith on engaging more actively with the Fort Worden Partners.

Hutton asked how Fort Worden can link from the State Parks website. Moody stated that efforts are underway to improve that system. Moody stated that there is a budget for a complete overhaul to the website in 2018.

Gee Heckscher stated that the level of dedication and sophistication of the sales group is impressive.

IX. Glamping Update

A. PowerPoint Presentation by Becca Hanson

Hanson discussed the glamping design workshop with staff and stated that it was highly collaborative and that participants were very engaged. Hanson talked about other glamping projects she's been involved in and discussed comparable sites. Hanson stated that the glamping design workshop focused on validating prior assumptions, defining operational expectations, tent location/groupings (including accessibility) and supporting structures. Hanson presented the preliminary site plan. The plan proposes leaving the existing vegetation and accessing the sites with carts and an onsite concierge to ensure guest centricity and security. (See PowerPoint on FWPDA website)

Robison clarified that master lease amendments are in progress to extend the FWPDA lease area to include the proposed upper glamping sites.

Sammons discussed sewer and water infrastructure including the benefits of units without restrooms versus units with restrooms stating that sewer and water lines are already in place and likely need minimal work to extend to individual sites. Robison stated that the demand for glamping sites with bathrooms in Lakedale far outstretched demand for units without bathrooms.

Robison noted that people from all departments participated which informed the quality of the design.

B. Board Discussion

Lela Hilton asked whether it would be possible to have tents with peaks – which would be more historically accurate. Herb Cook explored how the decision to plumb every unit would affect seasonality and revenue – stating that plumbed units could potentially increase demand during the offseason. Jane Kilburn commended Becca Hanson and participating staff on the design process. Robison stated that Becca Hanson did this initial design pro bono, and thanked her for her efforts.

Tonina stated that Cave B in Eastern Washington has 40 yurts and that they did a great job integrating food and beverage services (including wine service). Lela Hilton recommended a retreat to a glamping site.

Todd Hutton sparked a discussion about the budget and Robison stated that a key question that will impact the budget will be if State Parks can fund all or a portion of the sewer/water project. The plan is to start glamping construction by fall 2018 and complete the project by spring of 2019.

X. Staff Report

A. Washington State Budget Update

Robison reported that the Legislature is still in session and reviewed the capital budget allocations and supplemental capital budget (which is pending). Robison is scheduling a meeting with State Parks in Olympia in conjunction with the Marine Science Center (MSC) in regard to the MSC Pier Renovation

project. Robison and Sammons will also be meeting with State Parks regarding glamping, water/sewage upgrades and project coordination. Robison noted that the Capital Budget includes a pending supplemental budget – addressing cost escalation due to the delay of the budget passage.

B. Makers Square Update

Gee Heckscher presented the Makers Square project timeline and discussed value engineering. Heckscher stated that the project is currently on track but a project manager needs to be hired to track and manage the project. Robison discussed the updated budget for Makers Square, KPTZ design changes and the LEED certification process.

C. Property Management System

Moody discussed the Property Management System selection process stating that after reviewing various systems the Maestro Property Management System has been selected and that she is reviewing a quote. Once approved, there will be a 12-week process to bring it online. Moody is assembling an implementation team.

D. Food & Beverage Themes and Trends

Kristan McCary (FWPDA Food & Beverage Director) presented a PowerPoint about what she and Kass Swindler (FWPDA Kitchen Manager) learned at a Food & Beverage Conference that they recently attended (see PowerPoint on FWPDA website). McCary discussed the goal of becoming an employer of choice and stated that her biggest takeaway was that inspired and engaged employees create the environment that you want. McCary stated that other key takeaways were the importance of effective onboarding, inspiring sustainability initiatives and the ABC of customer service. McCary underscored the importance of employee engagement – that a happy employee results in happy customers. McCary discussed market trends in Food & Beverage to create genuine customer experiences (i.e. guests making pasta, or integrating educational experiences into the catering).

Cody Griffith stated that people want to know the story behind their food, and suggested an activity engaging with local farms.

XI. Public Comment

Lea Falkenhagen stated the following concerns about proposed navy seal trainings in Washington State Parks, which may include Fort Worden: potential impacts to natural environments, militarization of public land, privacy issues, potential impacts to guests and visitors and stated that this use is not in alignment with the intended use of State Parks. Falkenhagen read an excerpt from State Parks rules and regulations – noting that neither simulated or real firearms are permitted within State Park boundaries. Falkenhagen wondered what would happen if a visitor wandered unaware into soldiers in the midst of training.

Robison stated that Fort Worden has a co-management agreement with State Parks and that the proposed areas are out of the jurisdiction of the FWPDA. Robison noted that these trainings have been going on at Washington State Parks for many years and noted that the training occurs at night (when the park is closed to the public). He committed to asking Parks what their stand is on this topic.

XII. Board Reports/Discussion

Tonina presented the draft board retreat agenda and stated that the retreat will be facilitated by Peter West.

A. Board Retreat Day 1:

- Who we are and what we do – onboarding for Board Members
- Tours of the property, what our product is, who our partners are

B. Board Retreat Day 2:

- Three Year Strategic Direction: Robison and Moody will present a proposed three-year strategic direction and steps to get there.
- Partner Ecosystem: How we classify and work with our partners, where our programmatic gaps are, and process for new partner recruitment.
- Focus on the Mission of Lifelong Learning Center.

XIII. Next Meetings

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

XIV. Adjourn: 12:10 p.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 2.28.18