

**Minutes**  
**Executive Committee Meeting**  
**Fort Worden Public Development Authority (FWPDA)**  
**Seminar Building 297, Fort Worden**  
**Tuesday, April 17, 2018 | 9 a.m. to 11 a.m.**

**Regular Executive Committee Meeting:**

- I. Call to Order:** 9:02 a.m.
- II. Roll Call**  
Committee Members: Gee Heckscher, Norm Tonina, Jane Kilburn, Jeff Jackson (by phone)  
  
Immediate Past President: Cindy Finnie (by phone)  
  
Staff: Dave Robison, Diane Moody, Karolina Anderson  
  
Public: David Goldman
- III. DRAFT April Board Meeting Agenda**  
The Committee reviewed the April board meeting agenda. An Energy Efficiency Update and a Maintenance Transition Update will be added in the “Staff Update” section of the agenda.
- IV. Review Cash Flow Report**  
Diane Moody reviewed the March cash flow report and noted that March came in \$70,000 ahead of revenue projections.
- V. 2017 Draft Annual Report**  
Dave Robison presented the draft annual report (PowerPoint) and updated the Committee about the presentation he made to the City Council. Robison noted that the presentation did not include investments the PDA has made in meeting rooms including painting and refinishing the floors of JFK, refinishing the stage floor of the Wheeler Theater, and a refresh of Building 204 (in progress). Robison reported that he thanked the City Council for their support and that LTAC revenues increased significantly from 2014 to 2017 – reflecting increased revenues to the City. Robison also thanked the City Council for passing the resolution that allowed for better benefits for employees through the plan offered through Association of Washington Cities. Robison reported that good progress has been made on recruiting and retaining key staff in all departments. Robison talked about the sustainability plan and noted delays caused by the departure of the consultant hired to manage the project. Robison reported that the NCO feasibility study is moving ahead.  
  
Robison stated that a presentation will be made to the board about the Fall Break Program at the May board meeting (previously “Spring Break”) noting that there’s enthusiasm about the project among the partners.

Robison stated that operational efficiencies were improved in 2017, including staff onboarding and training, safety meetings and adding night security. Robison and Moody reviewed the year-end financial revenue mix.

Staff and the Committee discussed lodging revenue, including increasing bookings in the off season and possible reasons for reduced lodging revenues from partner programming.

Robison stated that a written annual report is in progress. Robison noted that the growth of the hospitality business has been key to being able to support the maintenance transfer since the FWPDA will take on approximately \$580,000 in annual maintenance costs after the transfer on May 1, 2018.

Robison reviewed 2018 to 2021 Strategic Priorities as part of the annual report.

**VI. Capital Budget Request**

Robison discussed the Heritage Capital Grant and request to the Governor for additional capital investments. The board authorized submittal of the grant.

**VII. Makers Square Update**

Robison reviewed details of the request for additional design services from Signal Architects, and the requested documentation from Signal. The committee discussed the possibility of the need to phase the Makers Square project – Robison suggested that the critical decision on phasing will be made in July or August 2018. Kilburn requested that staff include a Makers Square Schedule and update at each board meeting - Kilburn also requested verbal updates on hiring staff to manage the project. Robison reported that recruitment is in progress for a Makers Square Project Manager and the Committee discussed posting the position on the AIA site as well as a construction management site. The Committee discussed fees and additional documentation to ensure accurate tracking of expenditures.

**VIII. Board & Staff Discussion**

**A. Retreat Follow-Up**

Norm Tonina asked the Committee to provide feedback about the board retreat.

Jeff Jackson stated that a feeling of inclusion was communicated to the partners but that there was less focus on strategy and execution (i.e. brand, criteria for recruiting new partners).

Cindy Finnie asked how strategic priorities line up with outcomes from the retreat.

Kilburn suggested that the strategic discussion needs more structure and that the mission of Makers Square needs clarification.

Tonina noted that board members directly experienced Food & Beverage and hospitality gains while staying at the fort and complimented the food and hospitality.

The Committee discussed Key Performance Indicators and progress made by Cody Griffith on customer segmentation.

The Committee discussed areas of improvement including utilizing processes that support strategic priorities and outcomes. They also discussed the importance of clarifying criteria for recruiting new Partner Organizations to complete the “partner ecosystem.”

Diane Moody stated that although she was aiming for more tangible results from the retreat, she noted a positive engagement by partners. Moody asked the following rhetorical questions: “Where do we go from here? What is the process for moving forward on the partner ecosystem and Makers Square?”

Robison stated that management has invested in building positive working relationships with partners and that the level of trust and camaraderie has been steadily improving. The Fall Break and Fortopia projects have provided the opportunity for partners to work collaboratively together with the FWPPA.

Jeff Jackson stated that the FWPPA board needs to evolve with the goals and the needs of the entity and move from a focus on operations to strategy. Jackson suggested board evolution as a general topic for further discussion.

Tonina and Robison discussed developing charters & deliverables for the following Board working groups: Developing the Partner Ecosystem, Branding of the Lifelong Learning Center, Capital Projects, Hospitality Program, Fundraising and Board Development and Succession Planning.

Tonina acknowledged the enormous amount of effort that the staff put into the retreat.

Robison stated that the retreat focused on re-centering the organization around Lifelong Learning and standardizing how to talk about the Fort - progress was made in both regards.

#### **B. Master Lease Amendments**

Robison discussed amendments to the Master Lease will go before the Commission in May.

#### **C. Capital Budget**

Robison reported that meetings with the Washington State Parks Capital Projects team have gone well and reviewed the capital budget request for next biennium (2019-2021). He reported that he has also been meeting with the Marine Science Center regarding renovation of the Pier. Robison noted that NCO Row is slated to be closed and offline during the water/sewer project in early 2019.

#### **D. Governors Visit/Revitalize WA**

Robison discussed the upcoming visit by Governor Jay Inslee and the presentation that he will be making to the Governor and the attendees of the Revitalize Washington event on April 24 – following the presentation there will be a walking tour of Fort Worden. The Committee discussed details of the tour.

**E. Kitsap Bank Bond**

Moody reported that the bond with Kitsap Bank has closed and the Committee discussed details of the bond terms. Robison reported that planned installation of solar panels on the Commons building is still pending approval by Washington State Parks.

**IX. Public Comment**

David Goldman stated that he thinks the board needs to decide what it wants to be and noted that staff are working very hard. Goldman suggested that the Committee consider what the next board task should be, what will draw people here and what the FWPDA means by becoming a National Destination (excerpted from the strategic priorities).

Tonina responded that the board needs to figure out branding and to determine where to focus efforts (i.e. culinary school).

Goldman stated that the proposed small board working groups encourage more ownership of the board's function. Goldman stated that the board has done a great job and noted that the function of the board has changed since it was established.

**X. Adjourned: 11:10 a.m.**