

Minutes
Executive Committee Meeting
Fort Worden Public Development Authority (FWPDA)
Seminar Building 297, Fort Worden
Tuesday, May 15, 2018 | 9 a.m. to 11 a.m.

- ❖ **Motion:** April 17, 2018 Executive Committee Minutes - **APPROVED**

Regular Executive Committee Meeting:

- I. Call to Order:** 9:04 a.m.
- II. Roll Call**
Committee Members: Gee Heckscher, Norm Tonina, Jane Kilburn, Jeff Jackson

Immediate Past President: Cindy Finnie (by phone)

Staff: Dave Robison, Diane Moody, Karolina Anderson

Public: David Goldman
- III. DRAFT May Board Meeting Agenda**
The Committee reviewed the May board meeting agenda. Robison discussed the upcoming Marine Science Center presentation and proposed pier renovation project. Robison stated that Cody Griffith will present some new marketing collateral at the board meeting including a new Catering Guide.

Changes to the agenda: the Committee decided to add “networking meetings” and “board work groups” under Board Reports.
- IV. Review and Approval of April 17, 2018 Executive Committee Minutes**
Motion: Motion to approve April 17, 2018 Executive Committee Minutes
Unanimously APPROVED
- V. Review Cash Flow Report**
Diane Moody reviewed the April cash flow report and noted that accounts receivable are current. Moody stated that fourteen new staff members have been recruited in the last month and that departments are almost fully staffed going into the busy season.
- VI. 2017 Draft Annual Report**
Robison stated that four additional pages will be added to the written version of the 2017 Annual Report and that he and Moody will present the 2017 Annual Report PowerPoint to the State Parks Commission on Thursday. Moody will check with Shelley French to ensure that Centrum lease increases have been implemented. Cindy Finnie suggested that

staff send a notice to tenant partners 90 days before changes to billing. Committee and staff discussed the earnback template.

VII. Makers Square Update

Robison stated that construction drawings are in progress and that the LEED certification process is underway. Robison also stated that he is submitting a grant application for the Heritage Capital Fund and noted that a new roof for building 305 will cost close to half a million dollars. Robison reported that he is putting together a strategy for requesting funding for geothermal and also reported that State Parks has agreed to act as the lead agency for SEPA review. Heckscher has been working with Signal Architects on request for additional services. Heckscher reviewed the updated Makers Square schedule and stated that the hazardous material removal (guano in Building 305) is slated to start in a week or two and that State Parks should receive clearance to move into their new maintenance building shortly and begin vacating building 305. Heckscher summarized that Makers Square is still on schedule.

VIII. Board & Staff Discussion

A. Washington State Parks Commission Meeting

Robison and Moody will be in Spokane presenting the 2017 Annual Report at the State Parks Commissioners Meeting. Staff and the Committee discussed building relationships with the new State Parks Commissioners.

B. Master Lease Amendments

Robison reviewed proposed master lease amendments.

C. Capital Budget

Robison reviewed a spreadsheet that details Capital Budget appropriations by project (p.11 of the packet) and discussed capital budget requests for the next biennium (2019-2021). Robison reported that meetings with the Washington State Parks Capital Projects team have gone well. Robison stated that he has also been meeting with the Marine Science Center regarding the proposed Pier restoration project. Robison noted that NCO Row is slated to be closed and offline during the State Parks water/sewer project in early 2020.

D. Maintenance Transition

Robison reviewed the annual maintenance plan and the Committee discussed the transfer of vehicles and equipment.

E. Board Work Groups

Tonina discussed Board work groups and reported that the FWPDA attorney stated that these meetings will need to comply with the OPMA.

F. Fort Worden Economic Impact

The Committee discussed the economic impact of Fort Worden and that according to the study by Earth Economics, Fort Worden is the third economic pillar of the community (along with the mill and the hospital). Robison proposed a small contract with Earth Economics to compile and expound on data that is exclusive to Fort Worden stating that the data would be useful when applying for state and federal grants. Cindy Finnie asked if there is data available detailing FWPDA's impact on Partner organizations (including improvements to participants' experience). Robison stated that organizational surveys contain some of that data.

G. Fortopia Program

Staff and the Committee discussed details of the program including cost to participants and program schedule.

H. Hiebing Marketing Study

The Committee discussed the Hiebing Marketing Study and keeping synergy between branding and marketing – ensuring that one feeds the other. The Committee discussed a board working group for branding and marketing.

I. Partner Classification

The Committee discussed partner classification, partner ecosystem and a board working group on these topics. Robison reported that the process for recruiting new partners is being finalized. Robison noted that there is no space for new partners at this time that is available throughout the year. For example, there are many spaces in the Schoolhouse building that are empty some of the year but are rented out to legacy partners for a few weeks in the summer. The Committee discussed the need for additional administrative office spaces and possible solutions.

The Committee discussed partner program classification and creating a system that is fair, transparent and equitable to all users. Jeff Jackson suggested using the partner program classification as a filter instead of business plans to eliminate some of the extra burden on the partners.

IX. Committee Discussion

A. Recruitment and Retention

The Committee and staff discussed hiring a Construction Project Manager and the challenges of and strategies for hiring qualified candidates in a competitive job market. The Committee discussed various strategies and approaches for recruiting and retaining qualified candidates. The Committee discussed succession, moving closer to market value wages and problems that could result if these issues are not addressed. Jackson suggested developing a strategic plan to get close to offering market rate salaries in 3-5 years. Jane Kilburn suggested developing a pay philosophy (potentially hiring a consultant). Moody suggested looking at the local market holistically to help determine pay scales. The Committee discussed long-term sustainability. Cindy Finnie stated that the housing crisis is making the issue worse and suggested that the Committee have a robust conversation about what kind of an employer Fort Worden PDA wants to be. Robison stated that Fort Worden offers a fun place to work, limitless possibilities, being part of a team and many professional development opportunities – all in a beautiful location.

X. Public Comment

David Goldman commented on the challenge for the FWPDA to operate in a distorted (social) system while aspiring as an institution to have a certain quality. Goldman commented on the challenge between meeting the needs of Legacy partners who have priority booking and exclusive use agreements and accommodating new tenant partners and groups.

XI. Adjourned: 12:01 p.m.