

**Minutes**  
**Board of Directors Meeting**  
**Fort Worden Public Development Authority**  
**Wednesday, May 23, 2018 | 9:00 a.m. to 12 p.m.**  
**Commons A (Building 210), Fort Worden**

- ❖ **Action:** April 25, 2018 Regular Board Meeting Minutes - **APPROVED**
- ❖ **Action:** Approve **Resolution 18-05** authorizing Executive Director to increase the Human Resource Management contract with Carolyn Pedersen to \$20,000. **APPROVED**
- ❖ **Action:** Authorize Executive Director to enter into a Use Agreement with Peninsula College for Building 202. **APPROVED**

**Regular Board Meeting:**

**I. Call to Order:** 9:01 a.m.

**II. Roll Call & Staff Introductions**

Board Members: Todd Hutton, Bill James, Jane Kilburn, Norm Tonina, Jeff Jackson, Lela Hilton, Herb Cook, Cindy Finnie

Staff: Dave Robison, Diane Moody, Karolina Anderson

Public: George Randels, Cody Griffith, Carla Main, Jeff Krida, Linda Hanlon, Erin Jonsson, David Goldman, David Given, Janine Boire, Lisa Werner

**III. Changes to the Agenda**

None

**IV. Partner Presentation: Port Townsend Marine Science Center (PTMSC)**

Janine Boire, Executive Director of the Port Townsend Marine Science Center presented a PowerPoint (see fortworden.org). Boire thanked board members and staff for their service. The PTMSC Mission is to inspire conservation of the Salish Sea through education, exhibits and citizen science programs. Boire noted that Lifelong Learning is central to PTMSC educational programs. Boire reported the Marine Exhibit has been renovated and that the exhibit invites people to get involved in citizen science. Boire presented the following highlights; ninety community members currently volunteer for the PTMSC and summer camps expanded by 50% since 2015. Boire reviewed 2017 “by the numbers”: 6,652 people participated in educational programs; 16,151 guests visited exhibits; 380 volunteers served over 9,000 hours; and PTMSC offered \$61,000 in free programming & scholarships. She stated that the PTMSC did \$60,000 in business with the PDA last year (catering, housing, ect.). Boire stated that the Port Townsend Marine Science Center needs stabilized, predictable rates and that cost increases are prohibitive for some groups (i.e. local tribes). Boire talked about the proposed pier renovation. The board, staff and Boire discussed the Master Planning process for the shoreline – the process includes a unified, cohesive, comprehensive approach that considers functionality for visitors and what is best for the Marine Environment. Boire thanked Robison for supporting the process and commended the approach State Parks is taking. Jeff Jackson asked about long-range strategic thinking to bring more people to Fort Worden and Boire talked about a consortium that has been formed of Marine Science Centers along the Salish Sea. Boire noted that PTMSC is the only residential Marine Science Center in the region. Herb Cook asked about cross marketing with other Fort Worden

programming partners and Boire talked about collaborative initiatives including Waterworld (integrating art and science) and Fortopia. Cody Griffith, FWPDA Director of Sales and Marketing, stated that she brought sales staff down to see the Marine Science Center exhibits so that they can better cross-sell the property.

Boire reported that the PTMSC has a couple of collaborative projects in the works including a book project with Annie Proulx (author of Brokeback Mountain) as well as a documentary with an underwater film maker about octopus learning and human interaction.

**V. Consent Agenda**

**A. Review and Approval of Board Meeting Minutes, April 25, 2018**

**Action:** Motion to approve April 25, 2018 Board Meeting Minutes  
**Unanimously APPROVED**

**VI. Review and Discussion of April Financials**

**A. Staff Report**

Diane Moody reviewed the key points from the financial memo (in packet). Moody noted that an adjustment will be made to the ADR for April.

**B. Board Discussion**

The Board and Staff discussed market segmentation and optimal rates. Cindy Finnie suggested a break down by unit type. Moody stated that the Food & Beverage department hired 30 new staff members in May. Board and Staff discussed seasonal versus full time employees and costs taken on as a result of the maintenance transition. Moody noted that two significant expenses will impact May financials: a combi oven and the Hiebing Marketing Study. The board and staff discussed equipment included in the maintenance transfer from Washington State Parks. Robison noted that FWPDA has purchased a striping machine for \$2,500 and that doing this work in house will result in savings. Herb Cook asked whether the FWPDA expects to meet budget for lodging during the peak season and Cody Griffith replied that she anticipates that the budget will be met. Jeff Jackson asked whether FWPDA staff is expressing appreciation to partner organizations who have made progress in ensuring that payments are on time. The Board and Staff discussed the cash flow report and decided that the report will be included in the Board Packet under “correspondence” (in addition to the Executive Committee packets).

**VII. Fortopia Program**

**A. Staff Report**

Dave Robison introduced Erin Jonsson, who presented an overview of the Fortopia Program. Jonsson explained that Fortopia is an opportunity to show-case the best of what Fort Worden has to offer, support increased collaboration between partners, develop new visitor packages and build templates for the future.

**B. Board Discussion**

Board and staff discussed Fortopia rates – Robison noted that the all-inclusive rate includes lodging. Herb Cook asked whether Port Townsend community members could attend as a day camp. Robison stated that this first iteration will be offered as an all-inclusive package and marketed to people along the I-5 corridor and that a day camp version may be offered in the future. Robison noted that this is an opportunity to figure out residential programming and visitor’s packages while further implementing the mission of the Lifelong Learning Center.

## **VIII. Hiebing Marketing Study**

### **A. Consultant PowerPoint Presentation**

Cody Griffith introduced Dana Arnold, of Hiebing Marketing, and together they presented the findings of the initial phase of the Hiebing Marketing Study (see PowerPoint at [fortworden.org](http://fortworden.org)).

### **B. Board Discussion**

Board and staff discussed the framework and intention of the study. Robison stated that this initial phase of the study included staff from all departments. The Board, staff and Arnold discussed target audiences and how to “cut through the clutter” to communicate the unique nature of this place. Todd Hutton urged staff and the consultant to focus on aspirational statements rather than fears. Dana Arnold agreed with the importance of aspirational statements and discussed the power of a marketing strategy that identifies and addresses possible concerns of the target market upfront (i.e. “choosy moms choose Jiffy”). Norm Tonina stated that the Fort currently sells to the “feed your soul” audience and that there’s room to appeal to other demographics. Robison stated that this preliminary marketing study is a snapshot of how we can sell to groups. Cody Griffith noted the importance of defining who we are internally and developing common language and consistent messaging.

Arnold stated that the study can be used to determine how this overarching position informs all facets of public relations and marketing efforts – creating a framework to determine if the organization is holding true to the core brand. Bill James asked about next steps and Robison replied that the first step is to brand for each of the target audiences and determine how to shift from a focus on leisure to group business. Jeff Jackson stated that it seems like brand positioning for the entire fort. Kilburn asked whether there will be additional research and Moody stated that assumptions are being tested. Arnold talked about recommendations, marketing platforms, touchpoints for group business and better refinement of an ultimate deliverable. Todd Hutton stated that he felt it is important to include customers and partners in the building of a brand in order to craft as rich of a brand as possible and compared Fort Worden to a college campus with partners as the faculty. Hutton also noted that nature and the environment is an overarching reason for people to come here and suggested that nature should be included at the core of the brand. The board and staff discussed the Hiebing marketing study and next steps. Tonina suggested identifying areas of focus where the board and staff could work together. Tonina also reminded that Jane Kilburn and Todd Hutton are working on the Lifelong Learning Center branding process.

## **IX. Resolution to authorize Executive Director to increase the Human Resource Management contract with Carolyn Pedersen to \$20,000.**

### **A. Staff Report**

Diane Moody reviewed the Human Resource Management contract and Resolution and stated that additional Human Resource support is needed to recruit and retain staff during the busy season.

### **B. Board Discussion**

Board and Staff discussed the challenge of hiring qualified cooks. Norm Tonina suggested recruiting candidates from the Seattle Central Culinary Academy and Lela Hilton stated that Skagit Valley has a good program as well.

**Action:** Motion to approve **Resolution 18-05** authorizing Executive Director to increase the Human Resource Management contract with Carolyn Pedersen to \$20,000. **Unanimously APPROVED**

**X. Motion to authorize Executive Director to enter into a Use Agreement with Peninsula College for Building 202**

**A. Staff Report**

Dave Robison reviewed the proposed Use Agreement with Peninsula College and noted that the original version was drafted as part of the Historic Tax Credit application process and that some of the unnecessary language was removed. Robison noted that shared classrooms and meeting spaces are available to third-party users year round on Fridays, Saturdays & Sundays as well as throughout the summer.

**B. Board Discussion**

The board and staff discussed details of the Use Agreement including janitorial services, market rates, parking and wi-fi access and scheduling. Robison stated that Anna Green, Peninsula College Campus Manager, has been a delight to work with. Herb Cook asked about Peninsula College exclusive use spaces versus shared spaces and Robison clarified that the shared use spaces pertain to five classrooms.

**Action:** Authorize Executive Director to enter into a Use Agreement with Peninsula College for Building 202. **Unanimously APPROVED**

**XI. Board Reports/Discussion**

**A. Board Work Groups**

The board discussed board work groups – there will be board work group updates at Executive Committee Meetings and Board Meetings.

**B. Networking meetings**

Tonina discussed promising networking meetings he had with representatives from the University of Washington Continuum programs.

**XII. Staff Report**

**A. Washington State Park Commission Meeting**

Dave Robison reported that he and Moody presented the FWPDA annual report to the Washington State Parks Commission and that the presentation was well received. Ken Bounds, State Parks Commission Chair and former Parks and Recreation Director spoke very highly of the partnership between FWPDA & State Parks. Robison reported that the second day of the meeting focused on the draft Capital Budget. Robison presented the partnership case study and reviewed the Capital Project List. Robison noted that the request for \$1,100,000 to paint Officer's Row did not pass the capital budget process in the last biennium. Robison stated that the State Parks Commission is pleased with progress the FWPDA has made on capital improvements, energy efficiency, and guest services. Moody reported that FWPDA is in conversation with State Parks about contracting directly to undertake historic window replacements.

Robison introduced Erin Dziedzic, a strategic consultant working with the Fort Worden Foundation. Dziedzic will work to identify capital budget focus areas and grant opportunities.

Dziedzic previously supported the Burke museum through the capital budget process. Robison stated that Dziedzic can support conversations with legislators, provide broad based analysis, support and advice for moving forward, strengthening relationships with our legislative delegation, and ensuring that FWPDA requests are up front and center.

**B. Master Lease Amendments**

Master Lease amendments include expansion of the FWPDA lease area to include the theater building on the bluff (building 409), the glamping area and additional space for the Marine Science Center.

**C. Marketing Update**

Cody Griffith reviewed the catering guide and reception guide that is now on the website.

**D. Energy Efficiency Update**

Robison reported that the energy efficiency update is moving ahead and that the first meeting of the Campus Coordinating committee has been held.

**E. Maintenance Transition Update**

Robison reported that there was a delay in State Parks transferring titles to vehicles but that the situation will be resolved soon.

**F. Makers Square Project Update and Timeline**

Robison stated that Makers Square continues to be on schedule and that SEPA is in progress. Tonina suggested that board members read the attachment to the Washington State Heritage Capital grant. Robison stated that State Parks will hopefully vacate 305 by July.

**XIII. Public Comment**

David Goldman asked about the age range of staff participating in the Hiebing study – Griffith replied that participants ranged in age from 25 to 65.

George Randels stated that he's happy that the Use Agreement with Peninsula College for building 202 is moving forward.

Lisa Werner (Centrum) stated that Building 202 is a great space for Centrum program participants.

George Randels asked Robison whether the two new commissioners attended the WA State Parks Commission meeting and for first impressions.

**XIV. Next Meetings**

- ❖ Executive Committee Meeting June 19, 2018
- ❖ Board of Directors Meeting, June 27, 2018

**XV. Adjourn: 12:07 p.m.**

*Board Packets and PowerPoint Presentations are available on our website at: [www.fortworden.org](http://www.fortworden.org) under public documents>agendas & documents>public meetings>PDA Board Meeting 5.23.18*