

Minutes
Executive Committee Meeting
Fort Worden Public Development Authority (FWPDA)
Commons A, Fort Worden
Tuesday, July 18, 2017
9:00 a.m. to 11:00 a.m.

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

II. Roll Call

Board Members: Cindy Finnie (call in), Jeff Jackson, Gee Heckscher, Jane Kilburn, Norm Tonina;
Staff: Dave Robison, Diane Moody, Karolina Anderson;
Public: David Goldman

III. Review of Draft July Board Meeting Agenda

The committee reviewed the July board meeting agenda and discussed the following points:

- ❖ Resolution for Bank Accounts and Signers and segregation of duties
- ❖ Human Resources Contract: extending the contract in \$10,000 increments
- ❖ Changing Executive Committee Meeting to August 22nd, from August 15th
- ❖ Adding a resolution to give the Executive Committee authority to approve the credit line
- ❖ Adding an update on Makers Square re: status of Historic Tax Credits review by National Park Service

IV. New Initiatives

Tonina discussed the three-year planning process from a systems perspective. Moody noted that aggregate revenues have more than doubled since the Fort Worden PDA was established. The committee discussed demand, gathering more data/surveys, strategies for increasing group business, diversifying revenue streams, connecting to under-served customers and extending into new markets. Robison reiterated the importance of framing results from a mission perspective and building national recognition and reputation. The committee also discussed focusing on customer satisfaction, further improving organizational climate, increasing employee engagement, identifying our customers and how to best appeal to each group as well as our local community. Other areas of focus include: bringing onboard more partners and quality assurance strategies for food outlets. Members also discussed ensuring that new initiatives take economic realities into consideration.

V. Cash Flow Projection Report

Moody reported on past due accounts receivables from one tenant partner. Robison reported that the FWPDA charges interest on past due accounts. Moody reported that a \$150,000 payment has been made on the FWPDA credit line. The committee discussed a resolution for a new credit line and directed staff to add it as an agenda item to the next board meeting. Moody reported that June will come in ahead of budget, but that food and beverage will be behind budget (noting that the budget gap is diminishing). Robison reported that leisure bookings are 8% ahead of 2017 goal, partner bookings are 14.25% ahead of 2017 goal, that third party bookings (i.e. Booking.com) increased \$95,000 for the year but that group bookings are down \$100,000 from anticipated 2017 budget. Robison stated that this market segment should gain ground in the next couple of years with a sales and marketing director.

VI. Staffing Update

The committee discussed staffing transitions and training. Moody reported that a new assistant bookkeeper has been hired, and that a new position has been created to assist with accounts receivable billing in sales. Robison reported that advertising and recruitment continues for a Sales and Marketing Director.

VII. Minutes and Audio Transcripts of Board Meetings

The Committee discussed meeting minutes and determined that staff would continue to manually record minutes of the meetings and post them to the website including associated Power Point Presentations.

VIII. Feasibility Studies

Robison discussed progress on the following feasibility studies: glamping, NCO Row renovations and building 203. The committee discussed market research, an operating plan and pro forma. There was also a discussion about targeting group business and creating a parallel marketing plan. Jackson suggested sharing an overview of the feasibility process and ROI with the Board of Directors at the board meeting next week.

IX. HR Contract

Robison stated that Carolyn Pedersen has been working for the fort as an HR consultant developing standard operating procedures/job descriptions/training checklists, revising the employee handbook, and the onboarding process. She has also been helping with interviews, recruitment, and supporting managers to become stronger leaders. The HR contract extension proposal will be presented to the board at the July board meeting.

X. Committee Discussion

The committee discussed the following in its review of developing a framework for a three-year strategic business plan:

- ❖ Labor, minimum wage increase, competitive analysis, regulatory cost increases and paid time off
- ❖ Researching potential new partners
- ❖ Developing loose strategic goals around for profit vs. non-profit businesses
- ❖ The need to attract sustainable, mature organizations
- ❖ How to better serve our community Expanding conferencing and group business, diversifying accommodations
- ❖ Packages and strategies for appealing to groups
- ❖ Offseason incentives and packages that offer discounts on meeting space
- ❖ Developing a robust IT system, improving customer experience and internal communications
- ❖ HR Strategy: Strengthening service levels, hiring experienced people, training and staff retention
- ❖ Professional development/opportunities to develop a progressive career, succession planning
- ❖ Mentoring of staff by board members
- ❖ Supporting the leadership team with training support and building competencies
- ❖ Recognizing staff and encouraging them to take time off
- ❖ Leveraging board members skills and experience on projects

XI. Adjourned: 11:41 a.m.