

**Approved Minutes  
Executive Committee Meeting  
Fort Worden Public Development Authority (FWPDA)  
Seminar Building 297, Fort Worden  
August 28, 2018 | 9 a.m. to 11 a.m.**

- ❖ **Motion:** June 19, 2018 Executive Committee Minutes - **APPROVED**

**Regular Executive Committee Meeting:**

- I. Call to Order:** 9:03 a.m.
- II. Roll Call**  
Committee Members: Gee Heckscher, Norm Tonina, Jeff Jackson, Jane Kilburn  
Immediate Past President: Cindy Finnie  
Staff: Dave Robison, Diane Moody, Rufina Garay, Karolina Anderson  
Public: David Goldman, Jimmy Hall
- III. Review and Approval of June 19, 2018 Executive Committee Minutes**  
**Motion:** Motion to approve June 19, 2018 Executive Committee Minutes  
**Unanimously APPROVED**
- IV. Review Cash Flow Report**  
Diane Moody reviewed the cash flow report and noted that Centrum continues to remain up to date.
- V. Makers Square Update**  
Staff and the Committee discussed Makers Square project cost and market escalations. Robison noted that the WA State Parks Historic Preservation Officer and the Signal Architects Design Team will be onsite on Thursday to look at buildings 308, 324 and 305 for the seismic retrofit. Robison stated that three major grant requests totaling approximately \$3,000,000 were submitted in July and August and that he expects to hear back in September. The board and staff discussed possible project phasing and both Jeff Jackson and Cindy Finnie requested that an operating plan be developed for Makers Square. Robison noted that in October we will need to decide if we are going to phase the project and go ahead without full funding. Staff will present options to the board. Robison thanked Gee Heckscher for continuing to fill many of the roles of a Capital Projects Manager while candidates were identified and interviewed. Board and staff discussed skills, qualifications and start date of the Capital Projects Manager.

Heckscher reviewed the project timeline—currently at 50% —construction documents -- and outlined schedule and budget concerns including the timing of State Parks getting out of building 305. Robison noted that FWPDA has been providing assistance with the move. The budget estimate continues to go up, due to market conditions. Committee members and staff discussed

next steps to ensure that the Makers Square timeline stays on track and meets the 30-month timeline to qualify for the Historic Tax Credits.

## **VI. Board & Staff Discussion**

### **A. Fortopia Program**

Staff and Committee members discussed the Fortopia program noting that there are currently 6 people registered and that the program was designed to accommodate up to 60 people. The Committee and Staff discussed marketing strategies and Rufina Garay noted that there's been some success this week since launching a more personalized approach to marketing the program (board members reaching out to their network directly). The Committee and Staff discussed the pros and cons of moving the program to the spring and setting a go-no go date. Robison noted that a major benefit of the program has been improved communication, collaboration and cross-marketing with partner organizations. The Committee and Staff discussed the challenges of marketing a product on such a short timeline. The Committee discussed possible offerings for locals who don't want to spend the night.

### **B. Centrum's Jazz & Blues "In the Clubs"**

The Committee and staff discussed Jazz & Blues "In the Clubs", a joint effort between Centrum and the FWPDA. Robison noted that 50% of Centrum's Jazz participants were under 21 and unable to enter the clubs downtown. Staff and the Committee discussed the benefits and the drawbacks of hosting Jazz & Blues "In the Clubs" due to the labor costs associated with setting up and breaking down the spaces. Robison noted that it was a great experience for people who attended and Jane Kilburn called it "Friend Raising." The Committee and Staff discussed strategies for reducing potential losses in the future. Moody noted that although the events were positive experiences they put more strain on the staff than did the Modest Mouse concert.

### **C. Modest Mouse Concert**

Moody reported that Fort Worden PDA grossed \$140,000 in revenue for Friday and Saturday including lodging and food and beverage services. Robison noted that Seattle Theater Group (STG), who produced the event, paid full rates for everything and that they paid for parking services, security, production services and that they went above and beyond to include local vendors. The Committee and Staff discussed the economic benefit to the local community. Tonina noted that this event helped offset the additional \$500,000 in maintenance costs that FWPDA absorbed this year as a result of the maintenance transition. Robison and the Committee discussed the alignment between the Seattle Theater Group mission & vision and the Fort Worden PDA mission, noting the following key areas of compatibility:

- STG is a non-profit organization committed to Arts & Cultural Education and Historic Preservation.
- Environmental Sustainability: STG is committed to moving toward zero waste events

- **Fiscal Sustainability:** The partnership with STG contributes significantly to local economy and helps the FWPDA achieve greater financial sustainability
- **Social Responsibility:** STG strives to have a positive impact on communities by hiring local vendors and opening acts; STG engages in charitable initiatives
- **Historic Preservation:** STG is committed to preservation and rehabilitation of historic places. In particular, the Paramount Theater, the Neptune Theater and the Moore Theater in Seattle.

Robison noted that STG has previously partnered with Centrum to produce *Dance This!* Staff and the Committee discussed potential impacts of sound on the Community. Robison stated that he received one negative email from a neighbor so far but a lot of positive communication. Robison noted that STG replicated the volume controls that they use at the Woodland Park Zoo and Marymoor Park. Robison encouraged board members to ask their neighbors about sound impacts, underlying that Fort Worden wants to be a good neighbor. Jeff Jackson stated that he measured a decibel level of just 55-60 just outside the Fort Worden boundary. Robison stated that he talked to legislators who attended the concert who had a great time and commented on the beneficial economic impact on the local community. About half the tickets were purchased from King County, and together Jefferson and Clallam made up 38% of tickets sold for the Saturday show.

## **VII. Staff Committee Reports**

### **i. Fort Worden Lifelong Learning Center Branding**

Committee members and staff discussed the Lifelong Learning Center brand and creating a brand positioning statement - the possibility of moving towards something more inclusive and exciting.

The Executive Committee and Staff discussed the proposed branding process which will include Fort Worden partner feedback, FWPDA Staff Leadership Team Feedback, Key Community Stakeholders (i.e. Mayor, community members), the FWDA Executive Committee and the Board.

### **ii. Fort Worden Economic Impact**

Rufina Garay reviewed the Earth Economics abstract and spreadsheet. Garay discussed developing an effective narrative around the economic impact of Fort Worden on the local community and county as well as how arts and ecology can intersect. Garay stated that Earth Economics can help develop narratives and tools that can help direct efforts, support in partner selection, inform branding and tell the story of the economic impact on the community. Robison noted that this information would also be very helpful when applying for grants, telling the FWPDA story in Olympia and making the case for Capital Budget requests.

The Committee and Staff discussed a possible insert in the Leader that would effectively tell the story of the beneficial economic impact Fort Worden has on the local community and region. Cindy Finnie reminded staff that an economic study funded by the City of

Port Townsend identified Fort Worden as the third economic pillar of Jefferson County. Garay stated that she and Robison will meet to discuss the scope of work for Earth Economics. Committee and staff discussed the possibility of integrating Community Vitality Index and Economic data to tell the story of how arts drive the local economy.

**iii. Hospitality & Culinary Arts Program**

Robison reported that staff and committee members are working together on the vision for a possible Hospitality & Culinary Arts Program - which FWPDA staff could also attend for training and professional development. Peninsula College is offering its first hospitality class at Fort Worden this fall. Robison noted that housing needs would also need to be addressed due to the lack of affordable housing options in Jefferson County. Staff and the committee discussed possible partnerships with existing culinary arts programs and educational institutions, noting that Rufina and Kristan will visit the NW Culinary Institute.

**VIII. Committee Discussion**

Robison reported that the Coast Guard is moving forward to improve the water and sewer systems to Point Wilson lighthouse and that the Coast Guard is close to entering a license agreement with the US Lighthouse Association. Staff and the Committee discussed the septic system at the lighthouse.

Staff and the Committee discussed the annual state audit which has been delayed, and the pros and cons of hiring an independent, third party auditor as well as the cost of the annual audits.

Staff and the Committee discussed the NW Discovery Labs request to rent space in building 298, uses of 298 and possibly holding off on bringing new community partners into the building while future best uses and an RFP process is determined.

Staff and the Committee discussed the glamping timeline and strategies for clearing the sites. Robison stated that the goal is to start building the platforms in October.

Committee members and staff discussed Building 409 now included in our master lease amendments, access to the site and communicating and coordinating with State Parks and a non-profit entity interested in creating a program space on the hill.

**IX. Public Comment**

David Goldman suggested that if Fortopia was offered to locals (without requiring that they stay overnight) anecdotes could be gleaned that could be used for marketing purposes.

Goldman stated that the community does not understand the significant ways that Fort Worden contributes to the local economy and that it's very important to tell that story.

Goldman stated that a well-educated populous is the commonwealth that sustains this community and noted that entities that have taxing authority are currently facing significant challenges.

Goldman noted that he believed that the Jazz in the Clubs and Modest Mouse generated community goodwill.

**X. Executive Committee Motion to hold Executive Session to review personnel issues in accordance with RCW 42.30.140(4).**

The Executive Committee met in Executive Session - no action was taken.

**XI. Adjourned: 11:02 a.m.**