



APPROVED Minutes
Executive Committee Meeting
Fort Worden Public Development Authority (FWPDA)
Seminar Building 297, Fort Worden
September 18, 2018 | 9 a.m. to 11 a.m.

❖ **Motion:** August 28, 2018 Executive Committee Minutes – **APPROVED as Amended**

Regular Executive Committee Meeting:

- I. **Call to Order:** 9:01 a.m.
- II. **Roll Call**
Committee Members: Gee Heckscher, Norm Tonina, Jeff Jackson, Jane Kilburn
Immediate Past President: Cindy Finnie (by phone)
Staff: Dave Robison, Diane Moody, Rufina Garay, Karolina Anderson
Public: David Goldman
- III. **Review of draft September 26, 2018 Board Meeting Agenda**
 - Add titles of the staff to be introduced
 - Add minutes to correspondence
- IV. **Review and Approval of August 28, 2018 Executive Committee Minutes**
Motion: Motion to approve August 28, 2018 Executive Committee Minutes
Unanimously APPROVED as Amended
 - Public: Add member of the press
 - Executive committee met in executive session to discuss a personnel issue and no action was taken.
- V. **Review Cash Flow Report**

Diane Moody reviewed the cash flow report and noted that cash flow is stable. Personnel costs exceeded projection. Moody stated that the line of credit with First Federal was paid back in August. Jane Kilburn thanked Centrum for continuing to stay current with accounts receivables.
- VI. **Makers Square Update**
 - A. **Windows Project**

Staff and the Executive Committee discussed the Makers Square windows project and Robison reviewed the architectural & engineering cost estimates. Robison stated that an interlocal agreement has been signed with State Parks and discussed the collaboration

between Port Townsend School of Woodworking, Green Forge and FWPDA for the window rehabilitation project.

B. Makers Square Timeline and Budget

Staff and the Committee reviewed and discussed the Makers Square timeline and project budget, including possible project phasing. Robison stated that a final project budget will be determined prior to going out to bid (after January 1, 2019). Staff and the Committee discussed fundraising, staff costs and managing and drawing on the Capital Projects fund. Gee Heckscher reviewed the Makers Square timeline and noted that the project is on schedule. Staff and the Committee discussed State Parks progress on vacating building 305, including the bat guano hazardous materials removal project. Staff and the Committee discussed the construction bidding process, contractors, permit period and rotating furniture out of Makers Square buildings. Robison reported that a Historic Tax Credit attorney is assessing reimbursable eligible costs of the construction project.

VII. Glamping Update

Robison expressed appreciation to State Parks for agreeing to be the lead SEPA agency for the glamping project – keeping the momentum going. Staff and committee members discussed project costs. Robison reported that he met with USDA last week and that Larry Sammons, Facilities Director, has been working with an engineering team. Robison reported that further clearing and brush removal is underway.

VIII. Board & Staff Discussion

A. Fortopia Program

Staff and the Committee discussed Fortopia and the decision that has been made to postpone the program to next year. Rufina Garay explained that 12 people were registered which was not sufficient to ensure a quality experience for program participants. She stated that the foundation has been laid for a successful program in the future and that the key now is to develop and execute a marketing plan. Staff and the Committee discussed program elements. Garay stated that Cody Griffith, FWPDA Sales and Marketing Director, is having one on one conversations with everyone who registered for Fortopia and that the program is being carefully reviewed. Staff and the Committee discussed tracking zip codes, developing a database (i.e. Sales Force) inviting possible future collaborators and tracking costs. The Committee thanked Garay for her efforts and noted that she came in late in the process. Robison stated that the Fortopia program could do a great job highlighting what Fort Worden has to offer.

B. December/January Occupancy Strategy

Diane Moody presented the December/January occupancy strategy that would reduce occupancy in order to create space for needed repairs, planning, deep cleaning, maintenance and training. Staff and the Committee discussed mapping out repair and maintenance plans, including developing a frequency schedule. Cindy Finnie stated that the occupancy strategy is a good approach based on her experience in the hospitality industry.

C. Staff Committee Reports:

- **Branding for Lifelong Learning Center**

Staff and the Committee discussed progress made by the branding work group and Robison stated that conversations are collegial and stimulating. Staff and the Executive Committee discussed the timeline and process for the work group to receive feedback from Fort Worden partner organizations, FWPDA staff and community leaders. After feedback has been received and integrated the work group will present findings to the Executive Committee and the board of directors.

IX. Executive Committee Discussion

Staff and the Committee discussed feedback and complaints received after the Modest Mouse concert. Robison reported that he met with the Port Townsend City Manager to discuss ways to mitigate some of the concerns – including short and long-term fixes. Staff and the Committee discussed the issues brought up in the complaints and Robison stated that he has been communicating with Seattle Theater Group staff about the concerns.

Staff and the Committee discussed the hiring process for the Food and Beverage Director – there are currently three finalists.

Staff and the Committee discussed the theme of revenue sustainability – revenue for a purpose and the long-term sustainability of Fort Worden. The Committee discussed reducing costs for utilities/garbage, providing living wage jobs and ways to effectively communicate what happens at the Fort. The Committee discussed possible ways to reach out to the community including ways to invite community participation (i.e. tours or events).

X. Public Comment

David Goldman stated that the public doesn't yet understand the scale of the endeavor of what happens at Fort Worden and why it was challenging for State Parks to manage the Fort. Goldman stated that the successful completion of the Earth Economics study would be helpful in telling the story of how Fort Worden benefits the local community. Goldman stated that this campus can be a living laboratory of historic preservation training considering the \$100 million in deferred maintenance – that it could be a great case study nationally. Goldman suggested starting a capital fund dedicated to Makers Square and asked whether FWPDA had approached the local LION group. Goldman stated that the windows project is a great public relations opportunity.

XI. Adjourned: 10:58 a.m.