

APPROVED Minutes
Board of Directors Meeting
Fort Worden Public Development Authority
Wednesday, September 26, 2018 | 9 a.m. to 12 p.m.
Commons B (Building 210), Fort Worden

- ❖ **Action:** July 25, 2018 Regular Board Meeting Minutes – **APPROVED as Amended**
- ❖ **Action:** Motion to authorize the Board Chairperson to approve Memorandum of Understanding with the Port Townsend School District. **Unanimously APPROVED**
- ❖ **Action:** Motion to authorize Executive Director to enter into Interagency Agreement NO. IA719-251 with Washington State Parks for funding not to exceed \$100,000 for repairs to windows in Makers Square buildings. **Unanimously APPROVED**

Regular Board Meeting:

I. Call to Order: 9:00 a.m.

II. Roll Call

Board Members: Norm Tonina, Herb Cook, Cindy Finnie, Gee Heckscher, Jane Kilburn, Jeff Jackson (calling in), Todd Hutton, Bill Brown

Staff: Dave Robison, Diane Moody, Rufina Garay, Karolina Anderson

Public: David Thielk, Holly Barousse, David Goldman, Audrey Jean, Michele Gransgard, Lisa Werner, Debbie Steele, Cody Griffith

III. Changes to the Agenda

No Changes

IV. Partner Presentation: Copper Canyon Press

Joseph Bednarik, Copper Canyon Co-Publisher, read a poem and talked about how poetry is vital to language and living. Bednarik stated that Copper Canyon's 2018 budget was \$1.7 million and that Sam Hammill, Copper Canyon's co-founder, passed away in April. Bednarik reported that Copper Canyon is focusing on expanding diversity, inclusion and equity. Bednarik stated that Copper Canyon is also focusing on improving their electronic presence. New books to be published include a book by Xavier Zamorro about being an unaccompanied minor traveling from San Salvador and the final book of poems by Ursula K. LeGuin which will be published posthumously in late October – Glen Close will read her poetry at the book launch party in NY.

Todd Hutton asked: "What does the next year hold for the literary picture?" Bednarik replied that it will be a continuing dance between diversifying and remaining committed to current authors and stated that the press publishes about 20 authors per year.

Herb Cook asked if there are things that PDA can do to help Copper Canyon.

Bednarik stated that their internship program is vital and that housing is challenging. Bednarik also stated that Fortopia provided a good way for Copper Canyon to connect to the rest of the Fort. Norm Tonina stated that he wants to continue to find opportunities to highlight the wonderful things Copper Canyon does.

V. Public Comment

David Thielk stated that he received a very sincere letter back from Norm Tonina and the FWPDA board in response to a letter he had sent outlining concerns about the Modest Mouse concert but that he wanted to clarify a couple of things:

- Thielk stated that he is not so much concerned about personal inconvenience but rather about quality of life issues in Port Townsend - Modest Mouse is just one aspect of that.
- Thielk asked board and staff: “Who rode a bike to the meeting?” and stated that his focus has been around environmental issues and noted that IPCC recently reported that the impacts of climate change will be worse than previously expected and that driving cars is the biggest contributor to that. Thielk questioned continuing to market Port Townsend as a tourist destination since most people get here by car. Thielk stated that he feels a moral and ethical obligation to children and grandchildren, that half the species on the planet will be eliminated unless major action is taken, and a billion people will starve as a result of climate change. Thielk stated that everything is justified by money but that nothing remains sacred.
- Thielk questioned whether the Modest Mouse concert was in alignment with the Lifelong Learning Center mission and vision. Thielk stated that he had a brief conversation with David Robison regarding this. Thielk encouraged the board to apply learnings from other communities.

Debbi Steele stated that she and her husband are close neighbors of Fort Worden and came to offer her support. Steele stated that she appreciated Fort Worden staff coming by and informing them about the concert and offering two free tickets. Steele said that she and her husband were lucky to hear the concert from their home and that it was not disruptive. Steele said that she was surprised by the “enthusiasm” of the music at times but was happy to have been prepared ahead of time. Steele noted that the concert was scheduled to stop at 10:00 p.m. and that the band stopped by 10:10 p.m. but that she slept through the end of it. Steele noted that she’s involved in the community and started the Wearable Arts Show and that she wants to keep the Fort Worden PDA vital and appreciated how the concert brought young people into the community. Steele stated that she hopes the FWPDA would do it again.

Audrey Jean stated that she is also a neighbor and stated that she felt that the music was forced on her and that it was too loud, too disruptive and that she had a hard time sleeping. Jean stated that many people in the neighborhood agreed with her.

Lisa Werner stated that Centrum received both positive and negative comments since some people made an assumption that Centrum was involved in organizing the event (the event was organized by Seattle Theater Group). Werner stated that STG (Seattle Theater Group) is an great organization and partner– the kind of organization that will bend over backwards to find a way to make everyone happy. Werner stated that STG hired Centrum summer intern production crews and gave these young people an opportunity to work with the best of the best in the business. Werner also noted that STG is very mission oriented and that the mission is a good fit for Fort Worden.

VI. Consent Agenda

A. Review and Approval of Regular Board Meeting Minutes, July 25, 2018

Action: Motion to approve July 25, 2018 Board Meeting Minutes

Unanimously APPROVED

VII. Review and Discussion of Financials

A. Staff Report

Diane Moody reviewed financials (see financial memo) and commended Cody Griffith and her sales and marketing team for higher occupancy numbers.

B. Board Discussion

Board and staff discussed food sales revenue to budget, Discover Pass sales, utility costs and cost of goods sold. Moody noted that utility costs were low to budget. Norm Tonina noted incremental and unplanned revenues from Blues and Jazz in the Clubs and that the FWPDA is on budget despite taking on \$500,000 in maintenance costs after the maintenance transition from WA State Parks in May. Moody noted that maintenance costs are not as high as estimated and that the first draw on the \$500,000 Energy Efficiency bond has been used for solar panels on building 200, HVAC system for building 210 and LED lights throughout the campus. Board and staff discussed event A/R aging and advance deposits. Norm Tonina commended Centrum on staying current.

VIII. Memorandum of Understanding (MOU) with the Port Townsend School District (PTSD) to support learning opportunities for K-12 students at Fort Worden.

A. Staff Report

Robison reviewed the proposed MOU with PTSD and stated that the school district has been using classroom D in Schoolhouse building 298. Robison stated that using this space gives students an opportunity to engage in outdoor learning and to connect with partner organizations. Robison reported that the classroom may be shared with Western Washington University and that there will be a value exchange. Robison stated that the FWPDA has a multi-tiered classification system that distinguishes between external and internal onsite programs.

B. Board Discussion

Herb Cook noted that this is an arrangement between two public entities and that his preference is that it would come as close as possible to a net neutral relationship. Rufina Garay stated that an estimated value has been analyzed and that it is not net neutral noting that this analysis doesn't take into consideration the level of good will that's being created. Board and staff discussed an across the board analysis and creating a matrix for bringing onboard new partners that help fulfill the mission and create Lifelong Learning opportunities. Robison discussed a possible RFP for other educational users who might want to use building 298 or 202. Moody stated that it's important to invest in relationships with the school district even if the value exchange is not 1 to 1. Todd Hutton noted that the PDA is the door that opens up the opportunity for students to access the Fort. Robison stated that this partnership supports living our mission to support the lifelong learning center and the triple bottom line philosophy that includes being of benefit to the community, as broadly as possible. Hutton talked about Fort Worden as a possible professional continuing education venue and noted that Copper Canyon is a premier, world-class poetry publisher and wondered what kind of future collaborative initiatives are possible. Norm Tonina noted that Copper Canyon has an internship program for student writers.

Action: Motion to authorize the Board Chairperson to approve Memorandum of Understanding with the Port Townsend School District. Unanimously APPROVED

IX. Interagency Agreement between Washington State Parks (WASP) and Fort Worden Public Development Authority for funding to restore windows in historic buildings in Makers Square

A. Staff Report

Robison reported that the proposed interagency agreement allows the FWPDA to enter into an agreement with Washington State Parks to restore windows in buildings 305, 308 & 324 before going out to bid for the Makers Square project. Robison stated that this project will reduce construction costs by \$100,000 and that the PDA can hire the right crew to do this rehabilitation project. Robison reported that this will likely be a collaboration between FWPDA, the Port Townsend School of Woodworking (PTSW) and Green Forge, LLC. Recent graduates from PTSW could be hired (offering vocational training opportunities) and the program would be overseen by the historic preservation specialist who managed the last window restoration project at Fort Worden. Robison reported that Gee Heckscher has been working on determining the level of restoration needed for each window and Heckscher spoke to the value of addressing small issues on a day-to-day level with people who are onsite – increasing efficiency and ensuring a high-quality product.

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X. Staff Report

A. Energy Efficiency Update

Robison reported that the solar panel installation on Commons Building 210 has been completed and that there will be an interactive kiosk in the lobby that explains how the system works.

B. Makers Square Project Update and Timeline

Robison reported that the project is on schedule and that there will be a discussion on whether to phase the project. Heckscher noted that biggest concern is getting into building 305 on time and that FWPDA staff is helping State Parks move out of the building. Permitting documents will be submitted in the middle of October and the final documents are due by November 19. Todd Hutton asked whether a decision has been made on phase 1 geothermal funding and Robison replied that a grant request has been submitted to the Department of Commerce, but the second phase of the grant approval has been delayed. Robison stated that State Parks is coordinating the hazardous waste removal process in the attic of 305 (removing and cleaning up bat guano). Bill James thanked Gee Heckscher for all the work that he's done helping manage the Makers Square project. Staff and the board discussed the Building 305 basement lease to KPTZ and Robison reminded the board that KPTZ will be making \$700,000 in tenant improvements. Robison reported that FWPDA will be going out for an RFP for building 308 and 324. Herb Cook asked whether FWPDA or another entity will be the operating agency for building 305. Norm Tonina stated that a partner work group has been meeting to discuss an RFP process. Hutton reported that the work group has created a model draft to approaching possible partner entities.

C. Glamping Update

Larry Sammons is working with an engineering team on finalizing the glamping design set. Robison reported that State Parks has agreed to be the SEPA lead agency. Robison noted that the total project cost has gone up from \$1.2 million to \$1.9 million because after conducting market research,

it was decided that glamping units will have electric lights, toilets, and showers. Robison reported that meeting the timeline to get financing is his only concern. He will bring a new ROI calculation for the project to the October board meeting. Robison stated that there will be 20 units and that the project may be phased (including building 288 – the kitchen and event space).

D. Fortopia

Rufina Garay reported that the inaugural Fortopia program did not have a sufficient amount of people registered to ensure a quality experience for all participants. Some aspects of the program remain in place and a small focus group will be onsite providing feedback for the next program (to be scheduled). Focus will now shift to evaluating aspects of program design and implementation including calendar, timeline, presenters and a marketing strategy. The film the Return of the River by Jessica Plumb will still be shown and is a collaboration between Goddard, Western Washington University, PT Film Festival, FWPDA & Fort Worden Foundation. There will also be a musical performance by Billy B – combining arts & ecology. Todd Hutton stated that this was a very ambitious project from the start and that there was a short time frame - Hutton asked staff to please provide a timeline, budget, target audience information and a marketing plan for the next iteration. Norm Tonina suggested the possibility of beta presentations that could be open to the community.

E. Marketing & On-the-Books Review

Cody Griffith presented an on the books review of group sales (see PowerPoint) and noted that the focus on increasing occupancy in the shoulder season has been successful and that leisure occupancy numbers continue to grow. Griffith reviewed market segments. Todd Hutton asked at what point are we not able to deliver a quality product. Moody replied that the level of staffing vs. occupancy determines the quality of the product delivered.

F. Staffing & Recruitment Update

Moody presented a staffing and recruitment update and noted that FWPDA has historically been staffing with the expectation that the peak season ends in September and stated that there is now greater occupancy in the shoulder season. Hutton stated that it's nice when growth becomes a problem. Kilburn thanked Griffith for creating a strong, proactive sales team. Moody reported that FWPDA currently has 15 positions open including Food & Beverage Director, Human Resources, Director of Finance & Administration, HVAC, bartender, dishwasher and others. Moody stated that staffing peaked at 175 people and will settle at 135 in the shoulder season. Board and staff discussed payroll frequency, lack of affordable housing for staff and the need to address employee housing.

G. Staff Committee Reports:

a. Branding for the Lifelong Learning Center

Robison reported that the branding work group has held four meetings - producing overarching options for the Fort Worden brand and that the next step is to meet with the Partners Group on Tuesday. Work group members: Barry Mitzman, Todd Hutton, Jane Kilburn, Renee Klein & FWPDA staff, including Dave Robison, Rufina Garay, Cody Griffith and Erin Jonsson. An open house will be held on Nov. 1 - inviting key stakeholders from the community to engage in the branding process. Findings will be presented to the FWPDA Executive Committee on November 20 and to the full board on November 28.

Robison clarified that the branding document is an internal working document providing guidance to FWPDA staff and may be used by the Board in setting the marketing and promotion budget in 2019.

XI. Board Reports/Discussion

Todd Hutton asked whether FWPDA has done an external lighting survey for safety and whether safety stations have been considered. Robison replied that an external lighting survey and safety stations have not been addressed but should be considered in the context of the Emergency Plan. Robison reported that he and Garay are putting together a Good Neighbor policy which includes signage and educating staff to reduce traffic impacts. Robison reported that he's working with the City on longer term transportation grants. Employees will be encouraged to use the arterial vs. collector roads (avoiding Cherry). Hutton stated that he didn't experience too much noise as a neighbor during the Modest Mouse concert.

XII. Public Comment

David Goldman stated that institutions are shifting to adapt to meet needs that are not usually pertaining to them (i.e. housing) and shifting ways of thinking about mission and engagement. Goldman suggested that perhaps Seattle Theater Group could consult on whether there should be an operating manager for Makers Square. Goldman asked whether Cornish College of the Arts or the Seattle Arts Institute has been approached about Makers Square. Goldman stated that the Fortopia focus group provides an opportunity to highlight one of the most important ecological projects in the world – the Elwha dam removal project. Goldman suggested incorporating a trip to the Elwha since it would give participants a tangible experience and noted that the river changes dramatically every visit. Garay stated that Fort Worden is in communication with Jessica Plumb as well as the Western Washington University Academy for Lifelong Learning and noted that two professors from Huxley are interested in leading field trips.

XIII. Board Motion to hold Executive Session to review personnel issues in accordance with RCW 42.30.140(4).

No Executive Session was held

XIV. Next Meetings

- ❖ Executive Committee Meeting October 16, 2018
- ❖ Proposed Board Meeting Change to October 19, 2018 from October 24, 2018 (date change was confirmed)

XV. Adjourn: 11:59 a.m.

Board Packets and PowerPoint Presentations are available on our website at: www.fortworden.org under public documents>agendas & documents>public meetings>PDA Board Meeting 9.26.18