

DRAFT MINUTES
Board of Directors Retreat – Special Meeting
Fort Worden Public Development Authority (FWPDA)
Wednesday, March 28 & 29, 2018
Commons C (Building 210), Fort Worden

Special Meeting | Board Retreat Day 1 - March 28, 2018:

I. Call to Order: 9:04 a.m.

II. Roll Call & Staff Introductions

Board Members: Todd Hutton, Bill Brown, Bill James, Harold Andersen, Jane Kilburn, Gee Heckscher, Norm Tonina, Jeff Jackson, Lela Hilton, Herb Cook

Fort Worden Foundation Board Members: Jon Schorr, Jeff Krida

Staff: Dave Robison, Diane Moody, Karolina Anderson

Public: Jeanie Cardon, Geoff Hughes, Bill Drath, David Goldman, Diane Baxter, Carla Main, Lisa Werner, Joost Besijn, Aletia Alvarez, Cody Griffith, Mike Rainey

Peter West asked board members how they feel they are doing collectively as a board (on a scale of 1-5 with 5 being “we can’t possibly imagine doing any better”). Using the same scale, West asked the board to rate themselves on their own participation. West asked the board to consider how to maximize how they operate together. West asked PDA board members, Foundation board members and staff to answer “what is the number 1 thing that I hope to accomplish in these next two days?”

Responses:

Harold Andersen: Supporting capital project needs.

Todd Hutton: Broad vision and clear understanding of what we want to be as a Lifelong Learning Center, elevating boards' perspective and ideally developing a ten-year vision

Lela Hilton: Lifelong Learning Center vision and focusing on communication (board, partners, community and branding). Developing clearer, more transparent policies for bringing on new partners or programs.

Bill Brown: Makers Square and a 10-year plan (details, management structure, bringing in resources)

Herb Cook: Better defining PDA role in programming and program development, especially in relation to PDA & partner organizations

Bill James: Utilizing diverse talent pool on board

Jane Kilburn: Lifelong Learning Center (LLC) vision – what is our role– providing the environment or more than that? Including partners in process...

Jeff Jackson: Definitions around programming – clearly defining vision. Definition of what types of partners we'll be bringing in in the future. Open, honest and collaborative discussion.

Gee Heckscher: Partnerships and our role as organizers and facilitators to bring the partners together so that we're operating as a team. Co-marketing and defining team.

Norm Tonina: Leveraging diverse and unique perspectives – areas of focus and priorities. Disagree and Commit – developing philosophical alignment to 3-year strategy and Partner Ecosystem and Landscape.

Dave Robison: Taking a step back and looking at our mission of supporting the Lifelong Learning Center and determining how we move forward. Building a team to fulfill our mission - staff, Board, Foundation. Determining how best to utilize resources on the board level. Identifying next steps.

Diane Moody: Clarifying what it means to be a Lifelong Learning Center and moving towards alignment.

Jon Schorr: How we integrate the Fort Worden Foundation to support the PDA to stabilize financially – maintenance and financing repairs.

Jeff Krida: Goal for Lifelong Learning Center to become a National Destination. Experiences, places, changing lives – for Fort Worden to be on individual's "bucket list".

Karolina Anderson: Re-centering around the mission and vision of the Lifelong Learning Center.

III. Review of Staff Orientation Program

Robison presented desired retreat outcomes (the PowerPoint is on the Fort Worden website). He discussed the history of Fort Worden as a State Park and Conference Center as well as the Lifelong Learning Center at Fort Worden noting that Washington State Parks took over management of Fort Worden in 1973 and managed a conference center at the Fort. In 2006, State Parks realized that business as usual was no longer possible due to \$90 million in deferred maintenance. Washington State spent \$1 million in planning studies to develop the vision of the Lifelong Learning Center (with Partners and the Community). Diane Moody noted that the full legal name of the PDA is the Fort Worden Lifelong Learning Center Public Development Authority and that the mission of the PDA is embedded in the name.

Moody reviewed the standard staff onboarding agenda and elements of the complimenting orientation that all staff receive when hired.

Robison discussed the importance of engaging staff in the mission and vision of the Lifelong Learning Center at Fort Worden. Robison reviewed the history of the Lifelong Learning Center and the FWPDA noting that the City of Port Townsend championed the founding of the PDA. The FWPDA took over operations from State Parks on May 1, 2014 and Robison discussed the Master Lease and the co-operating agreement between the PDA and State Parks. Robison outlined current State Parks management areas and PDA management areas. Robison reviewed the Master Lease with State Parks and the FWPDA Charter and Mission. Robison noted that the PDA has been in the black every year since it took over management of hospitality services from WSP even though the FWPDA was not expected to turn a profit during the first three years. Moody reviewed FWPDA Core Values (accountability, learning, proactive, sustainable, teamwork, guestcentric, respect) and discussed how management is working with staff to incorporate the core values.

Kristan McCary, Director of Food & Beverage Services, talked about the core value of teamwork and led board and staff through an exercise that highlighted aspects of that core value (each of us being successful, keeping pace, communication).

Moody reviewed the 2018 Organizational Structure and discussed shifting into a greater organizational focus on lifelong learning. Moody discussed partner recruitment, collaborative marketing, strategies, initiatives, sustainability, research and next steps.

Robison reviewed 2018 Strategic Priorities including the strategic goal of creating a national destination for Lifelong Learning opportunities and noted that all revenues cycle back into the Fort.

Todd Hutton asked about mandatory transfers and suggested planning for future endowments. Heckscher talked about the Historic Preservation Surcharge and Moody stated that the surcharge has yielded \$125,000 since implementation.

Moody and Robison reviewed revenues and discussed sustainability strategies including: diversifying portfolio for generating revenue, reducing expenses and leveraging new funding sources. Also, a comprehensive environmental sustainability program to increase sustainability & reduce waste.

Jackson suggested removing “establish retail merchandising initiative” from revenue generating activities. Hutton asked about a Capital Campaign and specific goals. Robison discussed annual campaign for new initiatives. Hutton discussed opportunities for greater synergy with partners by adding value, not competing.

Moody reviewed what department heads present to new staff at onboarding and introduced Cody Griffith, Sales and Marketing Director. Griffith presented an overview of Sales and Marketing. Jackson asked what is missing for us to grow target market segments and Griffith replied: more analytics – the current property management system is not intuitive but stated that the new PMS system will have better analytics. Jackson noted that investment in system improvements intrinsically linked to our ability to be guest centric. Hutton asked whether the NCO row renovation increases ability to host families and couples but reduces available space for reunions – Heckscher replied that the number of beds will not change but the flexibility of the space will increase. Griffith discussed the Groups market segment. Hutton asked about strategies to increase group sales. Robison noted that we currently don’t have the right accommodation mix for some types of groups.

Board and staff discussed focusing on meeting space, food, lodging and bringing more business to the off-season. Griffith mentioned rebranding off-season to “value season” (Dec-March) –noting that demand continues to increase during these months stating that group business, weddings & reunions have already surpassed last year’s goal. Griffith discussed various market segments and Jackson asked about the website and highlighting offerings by partner organizations. Board and staff discussed making collaborative marketing a high priority. Herb Cook suggested adding a pie chart on economic impact. Robison stated that a public relations piece on Fort Worden’s economic impact on the City of Port Townsend and Jefferson County is tentatively planned.

Kristan McCary, Director of Food and Beverage, presented an overview of Food and Beverage Services including the following objectives: focusing on detailed execution, having a full staffing plan, stronger financials, focusing on sustainability (i.e. kegged wine, dehydration to preserve food, portion controls, signage about sustainability, etc.). McCary and the board discussed the mobile bar and Jackson suggested connecting it to activities and events at the fort (i.e. McCurdy). Board and staff discussed strategies for ensuring that people can easily make reservations for Reveille.

Daniele Costello, Director of Guest Services, reviewed improvements to accommodations and 2018 objectives. Accommodation improvements include: upgrades in 225, Bliss Vista, House 5, 272 and the Lofts. In addition, linens have been upgraded across the property and many historic furnishings have been purchased. Kilburn commended Costello on doing a great job sourcing furnishings stating that one of the homes she visited felt like a high end, historic, private home. Moody stated that Costello has accomplished a lot with a furnishings budget of \$64,000 – Robison stated that Costello has done a great job of designing on a dime.

Board and staff discussed needed upgrades including: bedding in the dorms. Hutton suggested posting signs with names of houses rather than building numbers and Robison stated that he would like to pursue a possible grant for interpretation.

Larry Sammons, Director of Facilities, presented an overview of the 2018 Draft Maintenance Plans including lighting upgrades, solar panels and glamping. Sammons discussed maintenance transfer additions – totaling \$580,173 and discussed details of the transition. Board and staff discussed details of the transition including, new hires, contract lists and transfers of spaces and equipment. Kilburn asked about the request for additional funding from State Parks and staff discussed working with the State capital team to identify possible funding. Sammons reviewed the \$5 million in funding Fort Worden State Park will receive now that the Capital Budget has passed - including funding for: centralizing fire alarm system, water & sewer system upgrades, and undergrounding electrical. Robison stated that the Capital Request for the next biennium is to be presented to Washington State Parks and Recreation in May.

Robison stated that a historical architect has been hired to design building 288 for the Glamping Project and discussed strategies for coordinating Makers Square infrastructure (sewer & water, and undergrounding of the electric). Harold Andersen asked whether it would be possible to include building 409 – Robison stated that he will be discussing building 409 with State Parks later in April.

Facilitator Peter West asked to board to share “any reaction to what you’re having to anything you’ve heard”:

Hilton: I’m inspired, I’m worried about the budget and the staff implementing the Makers Square timeline. I appreciate the hard work of the staff – I think it’s phenomenal, an amazing effort. I’m impressed and grateful.

James: I’m impressed by professional quality of the staff that presented. I’m bottom line driven – I want to know how we’re going to pay for all of it – the 3-4 year vision is very important.

Kilburn: There’s an opportunity to do more collaborative marketing with partners – and work more as a team with them.

Hutton: I’m very impressed by progress the board and staff have made in the last four years. It’s a huge accomplishment – an inflection point. We see the beginnings of what will be in the next 3 years – strategic plan.

Heckscher: My biggest concern is the maintenance transition and being able to afford it.

Jackson: I have very few concerns as long as we find the best talent to lead these projects and initiatives – the property is enormously valuable. How can we engage the strengths of our partners and how can they utilize our core capabilities?

Hutton: The importance of strategic priorities for three-year professional development of the board – leadership succession has to be a major focus –we need to create a Board development plan.

Jackson: We don't need a ten-year view – no false hope and comfort, nothing stale and artificial - risk is about accepting change – developing a new definition of who we are and where we're going. We might be a very different organization in 2-3 years. We have to get from strategy to execution.

Tonina: I tend to agree with the 3-year view – we'll likely look markedly different in three years. Meeting the 30 - month Makers Square deadline will be very challenging and needs to be a major focus.

Cook: Taking risk is essential if we're going to realize the potential of becoming a national destination for Lifelong Learning.

IV. Board Member Roles & Responsibilities

The Board discussed the potential need for other committees (i.e. capital committee). Robison talked about the importance of strictly adhering to the Open Public Meetings Act. Herb Cook, a former journalist and publisher, stated that PDA adherence to the Public Records Act and the Open Public Meetings Act has been exemplary. Board Members reviewed a training video on the Open Public Meetings and Records Act, discussed compliance and signed a verification form.

V. Review of Partner Programs, Leases & Contributions

Dave Robison discussed the partner organizational surveys and discussed the lease negotiations timeline (see PowerPoint on website) and discussed balancing need to gently move partners more towards market rate for spaces that they lease. Robison noted that some partners do not pay rent or are partially subsidized by the PDA. However, Robison noted that some partners provide an essential public service or contribute in other ways to the Fort Worden ecosystem. For example, the Friends of Fort Worden pay no rent but provide an essential public service by running a gift shop and selling Discover Passes.

Robison talked about the importance of providing value exchange to ensure that the FWPDA does not engage in the gift of public funds (by providing free spaces). Moody stated that the State Auditor acknowledged that lease rates were low but we are moving in the right direction. Robison showed local comparables including a sampling of the Port of Port Townsend lease rates.

Robison discussed Partner Lease Negotiations and the following Key Lease Principals:

- Lease term based on business planning and capital investment
- 5-year lease eligibility comes with Partner Business Plan
- 10-year lease eligibility comes with 5-year requirements

Tonina discussed the project led by the group of SPU students who met with partners and the PDA noting that the collaborative effort has led to the Fortopia Project in which Renee Klein, Dave Robison, Kerry Tremaine and Mike Rainey have been engaged. The group is meeting on a monthly basis and taking recommendations forward including: ways to increase collaboration, cross selling, marketing, developing shared values - rotating to different partner organizations.

Hutton proposed adding reputational value as a shared value: i.e. Centrum has a national and international reputation – creating synergy between our reputational value and that of partners.

David Goldman (public) wondered if the concept of Lifelong Learning is a big enough concept for the next phase. Goldman asked how we could leverage cultural capital and build national reputational appeal (i.e. Omega) – teambuilding towards building mutual cultural capital.

VI. Public Comment

Carla Main (Centrum Board Member) stated that she really appreciated how the retreat started by each board member assessing the board as a whole as well as their own level of participation. Also, the orientation was effective. Main stated that “saying things that make you uncomfortable and asking difficult questions is important”. Main expressed that Centrum is “looking for the opportunity to be true partners – to collaborate and to work as a team”.

Moody agreed with Main’s expressed interest in being true partners. Moody stated that a clear vision and business plan that looks at least 3 years ahead would support the FWPDA to determine how to complement the work that Centrum is doing. Moody noted that rates were set in December – there were issues in and we worked through it and that 2019 was locked in at no more than a 5% increase.

Goldman stated that he’s amazed by what’s been achieved in the last four years and astonished by how well the board has done & how well the organization has functioned. Goldman stated that he’s concerned about possible burnout of upper management due to how much they’re taking on and stated that new positions are critical. Goldman stated that the time is ripe for Fort Worden to be a model and take risks risk in order to be a National Destination. Goldman stated that people will not be drawn to Fort Worden by pottery alone. Goldman noted that Makers Square lost nine months of time as a result of the delay of the adoption of the Capital Budget. Goldman challenged the board that some members may not be appropriate to be on the board given the challenges moving forward.

VII. Adjourn to Tour Buildings

Tour buildings 201, 203, SUDs, 225, Wheeler & USO, Makers Square (305, 308, 324, 304 & 325), Educational Buildings (204, 205, 298, 202) and reserved buildings & spaces (365, 366 and Carriage House)

Special Meeting| Board Retreat Day 2 - March 29, 2018:

A Regular Board Meeting preceded this meeting – from 8:40 a.m. to 9:29 a.m. (the minutes for the regular meeting are separately noted).

I. Roll Call & Staff Introductions

Board Members: Todd Hutton, Bill Brown, Bill James, Jane Kilburn, Gee Heckscher, Norm Tonina, Jeff Jackson, Lela Hilton, Herb Cook

Fort Worden Foundation Board Members: Jon Schorr, Jeff Krida

Staff: Dave Robison, Diane Moody, Karolina Anderson

Public: Bill Drath, David Goldman, Diane Baxter, Renee Klein, Joost Besijn, Lisa Werner, Geoff Hughes, Terry Umbreit, David Rinn, Carla Main, Deborah Stinson, Leah Mitchell, Owen Rowe, Teresa Verraes, Michael Sharp, Joyce Gustafson

II. 3 Year Strategic Direction

See PowerPoint and Strategic Planning Packet on website – minutes are intended to capture the discussion.

A. 3- Year Strategic Plan:

Robison discussed the strategic planning process stating that staff started by looking at where “we want to be in 2021” and worked backwards from there. Robison presented a Retrospective of Improvements of the past three years including strengthening the bench and improving hospitality infrastructure.

Moody discussed various initiatives, strategies and implementing the business plan. Robison talked about the building 202 as a successful cornerstone project for Fort Worden capital improvements and securing historic tax credits to take on some of the deferred maintenance.

Robison discussed progress made on the Program Development and Capital Project Plan and efforts to ensure that the interest of State Parks and the interest of the PDA are in alignment.

Board and staff discussed expanding program opportunities, space constraints and idea of partners co-locating (non- profit center idea), potential of obtaining grants and potential hotel style accommodations in 225 down center.

B. SWOT (Strength, Weakness, Opportunity, Threat) Analysis:

Board feedback on the SWOT analysis is listed below:

Strength: historic features, partner programs, lots of accommodations

Weakness: historic features, lack of visibility to target markets, accommodation mix

Opportunity: collaborative branding, investment in current partners and partner relationships, talent, performances, collective approaches, attracting the right talent (and being willing to pay market value), leadership, accountability, introspection, integrative marketing

Threats: lack of sufficient state funding

Hutton noted that none of these are existential threats and suggested replacing Threats with Constraints. Hutton suggested the following constraints: financial constraints, physical building constraints of this campus, that the FWPDA is charged with maintaining buildings but no option to get rid of any of them.

C. 2018 – Focus on Culture, Communication and Consistency

Robison stated FWPDA is focusing on the following Three Themes in 2018: Communications, Consistency and Culture. Moody noted the challenges posed by having staff disbursed over 90 acres – maintaining consistency in communication and culture is a challenge. Board and staff discussed possible communication tools. Moody presented and the board discussed the projected 2021 customer base – noting that a more diverse customer base is projected and that there is a conscious decision to focus more on group sales rather than leisure. Staff and board discussed groups and strategies for recruiting more groups.

D. 2018-2021 Strategic Priorities

Robison and Moody reviewed 2018-2020 Strategic Priorities. See PowerPoint on the website for strategic objectives – feedback from board members on each strategic priority is listed below.

1. Provide a Memorable and Extraordinary Guest Experience

Robison noted that there has been an increase in positive guest reviews.

- ❖ Jackson stated that the new Property Management System will lead to an improved guest experience since the system will be capable of incorporating partner events, programs and activities.
- ❖ Kilburn asked about improving key system and Robison stated that it would cost about \$1 million to replace key systems across campus
- ❖ Jackson suggested moving signage up in priorities - collateral at the front desk that includes partners, Reveille, wayfinding – comprehensive package (including information about National Parks Service and WA state parks).
- ❖ Jackson suggested moving website design up in priority and including metrics for success & milestones in the strategic priorities.
- ❖ Kilburn suggested that staff move emergency management a year forward and prioritizing emergency preparedness training. Sammons stated that Emergency Preparedness training is scheduled for April 26 and noted that a new security person (previous police officer) was recently hired and will be training with city and county.

2. Ensure a Sustainable Year-Round Economy

- ❖ Moody reviewed objectives and strategies to ensure a sustainable year-round economy.

3. Preserve and Revitalize our Historic Campus

- ❖ Robison reviewed upcoming capital projects – Makers Square, glamping, design process for NCO Row, design documents for Makers Square and discussed RFP process for Makers Square tenants – noting the need for seasonal employee housing. Robison discussed coordinating capital improvements with Washington State Parks (including water & sewer upgrades).
- ❖ Hutton asked about the potential for public-private partnerships for housing. Robison stated that that possibility could be explored further.

4. Become the Employer of Choice

- ❖ Moody discussed the competitive job market and recruiting and retaining quality candidates who are in alignment with our mission as well as the need to clarify and communicate roles and responsibilities.
- ❖ James suggested that AmeriCorps volunteers could be incorporated into the volunteer program.
- ❖ Hutton suggested having academic interns (hospitality, etc.)
- ❖ Jackson stated that he's contacted Cornell regarding hospitality interns for the Fort.

- ❖ Kilburn stated that there are exciting opportunities to have staff engage with partners more – noting that partner programs could be a job perk for FWPDA employees.
- ❖ Hutton suggested recruiting a partner to establish a culinary program
- ❖ Cook cautioned that as one of the largest employers in the county, the Fort is in some ways setting the market and that it's important to be sensitive to impacts on local economy.
- ❖ Jackson stated that a willingness to pay market rate for local, regional and national job candidates is essential – especially on the management level.
- ❖ Kilburn urged staff to develop a salary and benefit philosophy for board review.
- ❖ Tonina stated that fair pay is important.

5. **Develop and Nurture Partnerships for Success**

- ❖ Robison discussed developing partnerships for success and talked about creative districts and asked the board to consider what gaps exist in the Fort Worden Lifelong Learning Center partner ecosystem Robison suggested the possibility of bringing in a national partner to help rehabilitate a building.

E. Where we Want to be by 2021

Robison discussed the possibility of more events at Wheeler or McCurdy and the need for adequate AV equipment.

Jackson stated that before we can offer these services we need to get clear about who manages and operates various parts of the Fort since we lease some buildings but don't manage them. He stated that this must be clarified by this summer. Robison outlined aspects of a proposed Hospitality Training & Certificate program – and stated that he would like to establish a group of board members to discuss this program.

Robison presented an Operational Structure Summary and discussed a shift towards focusing more on the Mission and Vision of the Lifelong Learning Center. Robison asked the question “how do we get there?”

Robison also discussed recruitment of new residential programming groups and partners.

Teresa Verraes (Port Townsend School of the Arts): “Yay campus – it's been pretty incredible to work with PDA staff.” Seven years ago I started working to bring a hybrid LEAN program to Jefferson County. I would love to put staff in touch with the Economic Development Council and the Chamber of Commerce for the training.

David Goldman (member of the public) asked the board “how badly do you want to be the Disney Land of Lifelong Learning? How many different things do you want to bring in? What do you want to be? I don't see that you're building something that's culturally relevant to the problems we're facing. Do you want to be an entertainment venue? For the few people who still have money?”

Aletia Alvarez (Madrona Mind Body): “Hail the move from a hospitality concept to campus – ongoing educational opportunities that engage regional and national participants. What infrastructure holds and contains that learning opportunity? Let's look at our programming and how to move from a conference center feel to Lifelong Learning Center feel. Setting up the infrastructure that supports shoulder and off-season. Making it easy for new programs to fill in the partner programming gaps in the offseason.

Deb Stinson (Mayor of Port Townsend): The vision has always been for the Lifelong Learning Center – pleased for the work that's already been done – amazing job. The hospitality business/Lifelong

Learning Center is a bit of a chicken and an egg. I'm thrilled about the focus on programs and partnerships.

Tonina: I've appreciated the City's support every step of the way.

Robison: We're in this together.

III. Lunch Working Groups Debrief

During lunch, board members, staff, partners and the public formed small Working Groups where they explored the following questions:

1. What does the incarnation of Fort Worden LLC look like?
2. What do we want to be known for?
3. What are areas of focus that we want?

Each of the small groups was facilitated by a PDA board member or staff who then reported back to the larger group after lunch.

Jane Kilburn's Group:

- ❖ Known for: Natural beauty, immersive, good food, learning, laniac – “a little something extra that wasn't expected”, warmth, energize, breathe, discover, extraordinary, “everyday is not good enough”, historic/ancient crossroads
- ❖ Look Like: residential programming, welcoming people & spaces, great food/service, safe space, “connection” place, infrastructure to bridge (i.e. public access to events & opportunities), channel people together – spontaneous encounters. Learning Center, permeable boundaries, all of Fort Worden under one umbrella, accessible campus & transportation system links to Port Townsend, Makers Square operated by institution like Cornish with international participants, coordinated one stop reservations, enrollment etc. engage the fort in everything that happens here - provide a seamless experience

Focus areas:

- ❖ Branding, making PDA convening entity, collective learning environment
- ❖ Becoming the Bridge to our Future
- ❖ PDA is at the core, providing space for people to interface
- ❖ Having breakfast lunch and dinner together
- ❖ Staff is this welcoming culture – connecting people to all aspects of the campus
- ❖ Developing a shared experience- PDA is bonding place to connect people

Gee Heckscher's Group:

- ❖ Wonder, Wander & Learn – Tagline
- ❖ Intergenerational campus – from 5 to 95
- ❖ Creative learning, big problem solving
- ❖ Inspiration from Sitka Center for Art & Ecology – bringing disciplines together
- ❖ Makers Square – differentiating Makers, artists and crafts people
- ❖ Centrum's Logo: Change from experience – this is a place for transformative experiences
- ❖ The difference between this place and the great stuff that happens at this place

Todd Hutton's Group

- ❖ Integrated campus, integrated culture, people engaging in campus for learning, education, community
- ❖ Seamless experience
- ❖ Creating a learning campus/culture, program scheduling among partners (i.e. 3 day workshop at Madrona, but also other offerings available). Guests have one point of contact even if engaged with multiple partner activities.

- ❖ Marketing partner programs to single travelers (rather than just groups)
- ❖ How to transition to a more integrated campus rather than siloed groups – i.e. Scheduling of meals at the same time - dancers, church groups, fiddlers all eating together. Integrated campus – dining in the commons together just like a campus.
- ❖ Campus example: you take various “classes” with partner organizations and then go to the “Mess Hall” to eat with others. A breadth of services with majors & electives.
- ❖ Focusing on shoulder season. Centrum & TRUST is a recurring theme to make an integrated whole
- ❖ How do we transition to a more integrated campus?
- ❖ Clarity of what it means to be on this campus
- ❖ Start small & think big

Lela Hilton’s Group:

- ❖ Diversity in programming throughout the year (i.e. juggling, music)
- ❖ Workforce training – hospitality training
- ❖ Childcare – onsite – perhaps through Peninsula College
- ❖ Website rocks! Gets me there, includes maps, etc.
- ❖ Diverse, exciting programs all year (tech, circus classes, etc.)
- ❖ Coming together – programming in arts, ecology, humanities, social justice, geology
- ❖ Being willing to accept regional and national brands – big partners that can invest in campus
- ❖ Make sure individual program needs are supported
- ❖ PDA in a position 5-8 years from now to endow partners or provide seed money for a new innovative program
- ❖ Entertainment is education
- ❖ The PDA is the operational core providing services and partners focus on programming

Dave & Renee

- ❖ Fort Worden needs to be accessible to all - kindergarten to age 95 – all incomes, abilities, races, etc.
- ❖ Our strength is in this place – how do we build programs around this beautiful place?
- ❖ How does this place and the programs they offer change people’s lives?
- ❖ Events that integrate Partner activities. For example, speakers who are at the core of a multi-day event that integrate partner activities:
 - National Geographic Live – Cousteau – like adventurer speaking then activities w/ Marine Science Center, Kayak trip, etc.
 - Deepak Chopra & related events at Madrona Mind Body, meditation, movement
 - Tom Douglas combined with visits to farms, cideries, etc.
- ❖ Lifelong Learning – stay and play – connect more to the park
- ❖ Education in the formal sense – partner with a college – culinary arts, historic preservation trades – formal education & informal education
- ❖ How can we make this fun?
- ❖ Distinction between entertainment and Lifelong Learning, there is room for both
- ❖ Health and Wellness Markets
- ❖ Continuing education certificates for teachers

IV. Partner Classification & Organizational Development to Fulfill LLC Mission

Robison discussed rationale for the revised partner classification noting that the revised classification recognizes founding partner contributions and that partners need to be able to plan ahead (see PowerPoint on the Fort Worden website)

Robison reviewed the definition of a Fort Worden Partner, the benefits of being a FW partner, FW Partner Classifications and the prerequisites for being a Founding Partner. Founding Partners receive reduced rates for meeting room and day use rates.

Robison noted that according to lease agreements, Partner organizations can't sublet to other organizations. Robison also noted that Legacy residential programs and partners have first booking priority but lose that legacy status if they miss a year.

Joyce Gustafson (Goddard College) stated that "this reflects what we agreed upon at the last meeting, it's been great to be at the table with the PDA".

Robison discussed the program ecosystem, existing program inventory at Fort Worden today and asked what might be beneficial to add?

Tonina shared some research he conducted for Staff as preparation for the Retreat. The first takeaway he shared is that the PDA needs to be very intentional about what we call our campus moving forward. The default name has been Lifelong Learning Center, although that may prove to be restrictive. LLCs are typically focused on learning for the 50+ ages – our campus is already more inclusive than that, offering learning, arts, culture, and recreation opportunities for people ranging between 5 and 95 years old. Two ideas that we've kicked around are Center for Experiential Learning or Center for Immersive Learning but we really to focus some branding effort on this. This will have a significant impact on the new partners and programming we are able to attract.

Next, Tonina reviewed a sampling of 990 financial data recast to better understand each organization's financial performance and balance sheet segments based solely on operations and then in aggregate, including proceeds from giving and investments. Every organization analyzed ran their organization at operating deficit for the year analyzed. Five of seven of the organizations were able to report a surplus when giving and proceeds from investments were included. The current asset levels for these organizations ranged from just over \$3 million in cash, savings, and investments to \$64 million. A key takeaway is to really understand the financial position of the organizations we are interested in attracting and ensure these organizations have a solid asset base to leverage in more challenging operating years.

Lisa Werner reiterated that entertainment is learning and talked about a new Oral Storytelling program that Centrum is adding – a four-day intensive. Lela Hilton, the board and public discussed possible opportunities to connect with teacher training programs.

Jeff Jackson discussed vocational training – i.e. computer programming boot camps. Hutton suggested the possibility of cyber security training.

Hutton suggested that the FWPDA is the connective tissue with operations, processes and that partners drive programming.

David Goldman (public) asked how Fort Worden can become more pedestrian friendly and stated that he would like to see shared meals the way it happens on a University Campus. How can this place be more pedestrian friendly? Fort Worden channels and brings people together.

Facilitator Peter West asked the board: "What are your reflections?":

Jeff Jackson asked the audience to please go back and share the message of the last two days with their organizations.

Bill James stated that the FWPDA's expertise lies in providing hospitality services that are adequate for partner use and that his ideal would be to have partners do what they do best and that the FWPDA is here to support partners.

Jeff Jackson stated that we need to have new partners to increase diversity on the campus (i.e. the Culinary School)

Bill James suggested asking current partners if they can fill some of the gaps.

Lela Hilton stated that we need a structure and process for bringing in new partners.

Jane Kilburn asked how can the board be more involved in the process of bringing new partners onboard.

Todd Hutton stated that the Fort Worden PDA is at an inflection point. The focus is shifting from hospitality & programming to supporting the Lifelong Learning Center at Fort Worden.

Norm Tonina: It will be imperative for Dave Robison and Diane Moody to hire the people they need.

Dave Robison stated that “we’re just beginning to look at opportunities and ways that partners can work together. We will need to make some challenging choices about space utilization and work to identify top priorities – operational decisions, etc.

Gee Heckscher: Should we consider board work groups?

Peter West: The board is heavily weighted in experience and wisdom – Bezos would say “I will take aptitude over experience”. This board could potentially benefit from the point of view and perspective of someone who is much, much younger. Aptitude and energy – getting away from having answers – this could ruffle feathers and be – exhilarating, exciting and scary.

Lela Hilton: Can we create a working group to move the Lifelong Learning Center forward? Perhaps an hour every month or every other month?

The board and staff decided that the Executive Committee will come up with a plan to move forward on next steps.

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