

**Minutes**  
**Executive Committee Meeting**  
**Fort Worden Public Development Authority (FWPDA)**  
**Seminar Building, Fort Worden**  
**Monday, May 22, 2017**  
**11:00 a.m. to 1:00 p.m.**

- I. Call to Order: 11:00 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: Kate Oman (Makers Square Business Plan Consultant), Jon Schorr (Fort Worden Foundation)
- III. Review of Draft May Board Meeting Agenda**  
Added to the agenda: Carol Light of Compass Rose will be the partner presenter; the April 19<sup>th</sup> Executive Committee Meeting Minutes will be included as an addendum in the board packet; add as agenda item number 4: Introduction of Lighthouse Society Members and Update. Robison stated that visiting Lighthouse Society board members and staff will be invited to attend the board meeting and that they will be here for the next couple of days touring the property and evaluating the structural integrity of the buildings and associated infrastructure (including water and sewage systems).
- IV. Review and approval of Executive Committee minutes, April 18, 2017**  
Approved unanimously
- V. Cash Flow Projection Report**  
Moody presented the cash flow projection report and stated that there was an uptick in leisure travel in April; a promotional campaign was started on the third-party channels and on a Vista newsletter that contributed to that uptick; and the personnel expenses were more than projected. Moody stated that she anticipates making a loan principal payment of \$100,000 by the end of June and an additional \$50,000 payment in July. Centrum made an \$115,000 payment toward their past due account balance in April and intends to make another payment of \$110,000 this month. Moody stated that in the future partner organizations will be paying advance deposits and that we will be charging interest for any past due amounts. Moody reported that the Chief Financial Officer of Centrum is transitioning to become the Executive Director of the Woodworking School.
- VI. Staffing Update**  
Moody and Robison reported that they are recruiting for a Sales and Marketing Director and that the sales department would benefit from having a leader with a high-level experience in sales and marketing. Moody stated that a primary goal for the Sales and Marketing Director position is for the person to recruit and promote more sales off property, stating that this is key for overall marketing of hospitality services, meeting spaces, rooms and food & beverages. Robison stated that Jeff Krida, a Fort Worden Foundation Board Member, has started helping to recruit for this position. Jeff Jackson encouraged staff to especially consider diverse candidates both to increase diversity within the organization and to better market to minorities, he also recommended hiring a candidate who also has expertise in social media marketing. Jeff Jackson offered to coordinate a posting through Cornell University and encouraged staff to also post to University of Washington and Indeed.
- VII. Review of Makers Square Business Plan assumptions**  
Robison introduced Kate Oman, Makers Square Business Plan Consultant. Oman outlined the Business Plan Process including: defining the purpose, learning from others and framing a plan and defining the economic model. During her interviews with partner organizations and PDA staff she identified some lack of understanding of the Fort Worden “ecosystem” and created a relational diagram outlining some of the causalities and interdependencies of these relationships. She stressed the importance of having a holistic

lens when looking at the Maker's Square plan. Oman defined Maker's Square success as including the following components:

- ❖ Vibrancy: It's vibrant place to be with a wide variety of activity happening all the time.
- ❖ Excellence: known for artistic/technical excellence, with high quality artists and instructors and a reputation for attracting the best from around the world; building Fort Worden's reputation as a place for innovation.
- ❖ Community: a place with a sense of belonging for makers.
- ❖ Identity: has a local, regional and national reputation. Feeling of a neighborhood, a strong brand, supported by programs.
- ❖ Sustainability: activity drives Fort visitation in a variety of forms, partner organizations are fiscally healthy, earned revenue and rental income help sustain Makers Square. There is a high standard of care for buildings and infrastructure

Robison brought up the intangible benefits to Fort Worden of Maker's Square including that a thriving Maker's Square would support making Fort Worden a national destination and that it could drive revenues across the board.

Oman discussed demand for space and activities in Makers Square and bringing in mix of for profit and non-profit organizations as long as they complement and contribute to the Mission/Vision of the Lifelong Learning Center at Fort Worden. Oman stated that Port Townsend ranked second of Washington State towns on the Creative Vitality Index (CVI). Tonina suggested that openness to for-profit business be explicitly named in the business plan. Oman stated that Makers spaces fosters entrepreneurship and are used as incubators and accelerators for startups.

Oman suggested the following relationship between the PDA, the Fort Worden Foundation, and the Partners/Tenant users Role in supporting Makers Square:

- ❖ The PDA: sustain, provide environment for creation and learning
- ❖ The Fort Worden Foundation: Enhance, enable and support creation and learning
- ❖ Tenants/Partner Users: create and teach

Oman presented risks and opportunities, issues to keep in view and stated that the next step is to research comparative sites & programs and developing a pro-forma model.

#### **VIII. Review of Reveille Plan**

Food and Beverage staff provided board members with samples of items to be served at Reveille in the Commons. Diane Moody reported on the Café to Reveille transformation and what those improvements entail including cost estimates and assumptions. She stated that Reveille will have a dedicated Chef and a goal is to make sure to not displace people with the price points. Moody stated that the Reveille concept requires minimal capital investment and that dinner will start being served in three weeks. Moody stated that the Café is currently budgeted to make \$17,000 but that with the Reveille changes we're estimated to make \$86,000.

#### **IX. Board Discussion**

The board discussed the Reveille concept, the menu, budget and targeting leisure travelers that come to Port Townsend. Gee Heckscher pointed out that rent was not being charged to the Café. Robison reported that the Smoker will be smoking ribs, salmon or chicken at the Canteen on Wednesdays and at Taps on Fridays.

#### **X. Adjourned: 10:32 am**