

**MINUTES**  
**Board of Directors Meeting**  
**Fort Worden Public Development Authority**  
**Wednesday, June 28, 2017 | 9 a.m. – 12 p.m.**  
**Commons B (Building 210), Fort Worden**

**Regular Board Meeting:**

**I. Call to Order:** 9:00 am

**II. Roll Call & Staff Introductions**

Board Members: Bill Brown, Cindy Finnie, Jeff Jackson, Gee Heckscher, Jane Kilburn, Norm Tonina, Bill James, Bill Brown, Herb Cook, Lela Hilton.

Staff: Dave Robison, Diane Moody, Karolina Anderson

Public: George Randels, Sarah Rubenstein, Superintendent John Polm, Port Townsend, Carrie Ehrhardt, Rob Birman, Kevin Alexander, Jeanie Cordon, Jeff Krida, Owen Rowe, David Goldman, Sally Warner

Carmelo Rosa introduced Front Desk Assistant Managers Donald Mann and Charlie Morris. These recent hires will ensure that there is a manager on duty at the front desk from 7am to 11pm daily.

**III. Fort Worden Partners Report – Port Townsend School District**

Kevin Alexander presented the Fort Worden Partners Report. John Polm, Port Townsend School District Superintendent, discussed the benefits of place-based learning. Sarah Rubenstein, Maritime Discovery Schools Project Director, presented a PowerPoint presentation about the partnership between the Port Townsend School District and Fort Worden. The school district has been using building 225 for classroom space and teachers created lesson plans and worked with Fort partners. Rubenstein stated that five hundred and eighty-eight students participated in programming at Fort Worden this past school year. Carrie Ehrhardt, Port Townsend High School Principal, discussed additional ways that the Port Townsend School District is in partnership with the Fort Worden PDA (FWPDA) including the Maritime Discovery Schools Program and a collaboration between Centrum, the Arts Commission and Blue Heron Middle School. Bill James stated that School District / FWPDA partnership seems like a great match for Fort Worden. Jeff Jackson stated that the way that the School District is using the space adds to the Lifelong Learning Center. Robison talked about the possibility of pursuing collaborative grant funding to expand programming and similar place making initiatives at Fort Worden.

**IV. Changes to the Agenda** None

**V. Correspondence**

Dave Robison reviewed the following correspondence:

- ❖ The Rose Thorn, a monthly newsletter put out by Compass Rose Learning Collective. Robison noted that Board Member Gee Heckscher is featured in the newsletter as one of the educators.
- ❖ A letter reappointing Robison to the Lodging Tax Advisory Committee (LTAC).
- ❖ A Certificate of Appreciation by the Port Townsend School District to Fort Worden and a notice of their upcoming Year End Celebration.
- ❖ A Fort Worden Petanque Doubles Promo Card created by Robert Force for the petanque tournament hosted at Fort Worden this past weekend.

**VI. Consent Agenda**

- A. Review and approval of Board Meeting Minutes, May 24, 2017. Unanimously **APPROVED**
- B. Executive Committee minutes. Unanimously **APPROVED**

## **VII. Review and Discussion of May Financials**

### **A. Staff Report**

Diane Moody presented the financial report, stating that the PDA continues to perform ahead of budget for the month of May and for second quarter. Revenue is \$435,743 for the month which is 104% to budget and remains at 98% to budget for the year-to-date. The cost of goods remain in line with budget, at 33% of related revenue. Personnel costs are slightly over budget for the month and \$61,625 for year-to-date. General operating and leasehold expenses were under budget for the month, resulting in a net revenue of \$72,400 ahead of budget.

### **B. Board Discussion**

Jeff Jackson requested that standard industry metrics get added to the financial reporting, including Average Daily Rate (ADR) and Occupancy rates.

## **VIII. Makers Square Business Plan Presentation**

### **A. Staff and Consultant Presentation**

Dave Robison presented an update and a brief overview of the Maker's Square project, which is currently in the design and development phase. Robison stated that he has asked the Makers Square design team to stop work until the State Capital Projects budget has been passed and made public. Currently in question is whether or not Makers Square will receive \$750,000 through the Heritage Capital Projects Fund and a \$1.27 million grant. Robison stated that if Fort Worden doesn't receive that funding the planned design of the project should be re-visited. Robison stated that he and Larry Sammons are working with State Parks to determine additional infrastructure upgrades including the possibility of paving the parking lot next to Taps (which would provide parking for Makers Square, the USO and Taps).

Business Plan Consultant Katie Oman presented preliminary business plan findings (attached) and presented the following success measures for Makers Square (developed from a collaborative process with partners and other stakeholders): Vibrancy, Excellency, Community, Identity and Sustainability. Oman noted that all comparators shared a strong sense of community and discussed ways to support community building at Makers Square. For example, she presented an idea that the outdoor space between 306 and 308 could include a wood kiln and an outdoor pizza oven, creating the "hearth" of Makers Square. All comparative sites included dorm-style housing, and included successful retail/gallery operations. Oman discussed elements of Maker's Square: collaborative workspace and a place for people to explore their interests and noted that Maker's Square can foster entrepreneurship and be used as an incubator and accelerator for start-ups.

### **B. Board Discussion**

Lela Hilton clarified that partners will be contributing significantly to the programming at Maker's Square. Jeff Jackson clarified that the goal of Makers Square is not to make a profit but to contribute to funnel any profits back into the Fort. Bill Brown suggested leveraging fine dining experiences with Makers Square and suggested researching Maker Space on Kauai. Jeff Jackson clarified that people coming here for events and workshops at Makers Square will add value by purchasing food and lodging at the Fort. Robison stated that the FW Foundation will hold a 15-year operational lease of building 305. Norm Tonina recommended that a statement around local community access should be included in the business plan. Tonina stated that overnight accommodations and food revenues from program participants will likely help leverage fixed costs. Herb Cook asked about possible issues around having a kiln in a wood building. Robison stated that operating an electric kiln in a wood building is not a problem and that an outdoor "hearth" space could also accommodate other types of kilns. Robison stated that he toured the new Bainbridge Artisan Resource Network (BARN) building on Bainbridge and that the site included: fourteen studios, including a writer studio, a culinary space, visual arts, welding, robotics and metal making. Tonina stated that this is an iterative process and that dialogue will be ongoing and that staff will continue to engage the public and the board in the Makers Square development.

## **IX. Spring Break Program Proposal**

### **A. Staff and Consultant Presentation**

Robison introduced Hannah Burn who recently graduated from University of Washington with a Masters Degree in Public Administration and who, as a consultant, is supporting Robison and Diane Moody on special projects including: the Point Wilson Lighthouse, glamping and building 225. Kris Tucker introduced a *Spring Break at Fort Worden* concept (attached) and stated that the idea for the week-long

program emerged from meetings with partners and discussions about how to expand programming into the offseason and to build the collaborative potential of the Fort Worden Partners. The program will be all-inclusive and held over the course of 6 days, most likely in the spring of 2018, with an anticipated 50-60 participants attending. Program goals include: providing a high quality lifelong learning experience and showcasing Fort Worden and partner organizations. The program will require a Project Coordinator. Tucker stated that this demonstration project and pilot project will be an opportunity to test out the relationship between the FW Foundation and the PDA. Proposed programming will include:

- ❖ Yoga, meditation, walks
- ❖ Lectures workshops, classes
- ❖ Fieldtrips, tours workshops,
- ❖ Performances, etc.

Tucker stated that partner organizations are invited to participate in program selection, that there will be a programming mix and that a review committee will be established. Hannah Burn presented a sample/draft six-day programming schedule. Kris Tucker presented estimated costs and discussed potential future partnerships with known programs (i.e. Road Scholar) that could provide an established brand as well as marketing and expertise. Tucker presented an outline of the Spring Break project and bringing a Project Coordinator onboard by September. Building 202, usually used by Peninsula College, is a possible programming location during school breaks.

## **B. Board Discussion**

Lela Hilton stated that the Road Scholar program has previously been hosted at the Fort and encouraged Kris Tucker to connect with local residents who were involved to understand why the Road Scholar chose to not continue their programming here. Tucker articulated a goal to weave different activities in throughout the day in order to encourage vibrancy. Herb Cook asked about the demographics for this type of programming. Tucker replied that the target demographic includes intellectually curious people over 50 years old, empty nesters and retirees.

Robison reiterated that the intent of the pilot is to:

1. Determine ways that partners can collaborate
2. Create pilot project
3. Put heads in beds (contribute to lodging and food revenues at the Fort)

Robison asked Jeff Krida (in audience) what he thought about collaborating with the Road Scholar program in the future, clarifying that Krida has been involved with Road Scholar in the past. Krida stated that he thinks the Road Scholar program would be an ideal partner with the Fort and that the side-feed could generate other opportunities and synergy. Tucker stated that the Marine Science Center and Centrum have three programs during the week of spring break and that that the dates might need to be reevaluated.

## **X. Staff Report**

### **A. Washington State Capital Budget status**

Robison reviewed the status of the Buildings for the Arts (BFA) & Heritage Capital Projects (HCP) funds currently under negotiation in the State House of Representatives. Robison stated that an agreement on the State budget must be reached by midnight on Friday or State Parks will have to close.

### **B. 4<sup>th</sup> of July/Possible State Parks Closure**

Robison stated that if State Parks closes the campus area will still be fully operational but without State Parks staff onsite and that all areas managed by State Parks will be closed (including Artillery Hill, the beach and the Campgrounds). In the event of a closure, a barrier blocking the road will be put down by the Marine Science Center and that July 4<sup>th</sup> fireworks would be cancelled.

### **C. Onboarding Process/Staffing Update**

Robison stated that an onboarding process has been developed and implemented with the purpose of building a stronger team and appreciation for others and their jobs. Diane Moody stated that all employees are going through the onboarding, including those currently on staff. Jeff Jackson suggested that the Board also experience the onboarding process.

### **D. Food and Beverage Update**

Moody stated that 16 new employees have been hired for Food & Beverage and that FWPCA currently has 102 employees and will be fully staffed for the busy season at 120. Robison reported

that Reveille opened with a 5-course meal being served with wine pairings. Robison stated that he has received feedback that the food is exceptional and stated that we need to focus on direct marketing and word of mouth. Moody reported that a \$10 off coupon for Reveille dinners will be included in the PT Leader in July. Jeff Jackson asked whether people checking in are being provided with menus and information regarding onsite food outlets.

**E. Fort Worden Foundation**

Robison reported that Fort Worden Foundation is meeting today and will discuss the Spring Break concept and business plan for Makers Square.

**E. Summer Marketing Activities**

Robison discussed various summer marketing materials including the recent *Leader* insert. Jane Kilburn commended Megan Claflin on doing a really good job on the insert. Megan Claflin discussed distribution of the materials. Lela Hilton suggested also inserting the materials into the Sequim Gazette.

**F. Special Project Feasibility Studies**

Robison stated that he and Moody have been meeting with Todd Gubler weekly regarding Glamping, NCO Remodel and Lighthouse feasibility studies. Robison added that he and Moody have already started reaching out to various funders.

**XI. Public Comment**

George Randels encouraged Oman to include marketing under Roles & Responsibilities. David Goldman suggested that investing in heavy-duty equipment for art and craft making could create a hedge in case the economy suffers and people no longer have extra money for leisure.

**XII. Next Meetings**

- ❖ Executive Committee Meeting, July 18, 9 a.m.
- ❖ Board Meeting, July 26, 9 a.m.

**XIII. Adjourn: 12:00 p.m.**