

√ **Fort Worden Public Development Authority (FWPDA) Mission**

Statement: By guiding FWPDA operations with efficiency, community-building governance and learning-based partnerships, we will infuse the Fort Worden campus with the integrity, beauty and energy that allows it to reach its full potential as a gathering place for groups, families and individuals who seek enrichment and discovery.

√ **FWPDA Values Statements**

- **Sustainability** — FWPDA business decisions will balance our financial objectives with the needs of our customers, community partners, employees, and the environment; will ensure the capital resources to operate effectively through seasonal influences and economic cycles; and will reinvest in infrastructure, buildings and grounds in keeping with our stewardship role at Fort Worden.

(Examples of impact on the ground: working with Fort Worden and community partners to develop programs that support the FWPDA business plan; seeking out programs that support energy efficiency and historical preservation; pursuing foundation, corporate and governmental partnerships that support the FWPDA's mission.)

- **Hospitality** — All FWPDA employees will be forged into a team to meet the highest customer service standards, to provide an excellent experience for all visitors, and to support the greater community in recognition that the visitor's experience goes far beyond the gates of Fort Worden.

(Examples of impact on the ground: responding immediately to customers' needs and responding to inquiries, messages and emails by the next business day. Staff will learn about, understand and actively promote our guests' exploration of and participation in a wide variety of local and regional programs, events and businesses. The board will engage the local community as much as reasonably possible in business and governance decisions.)

- **Inclusion** — In developing partnerships and engaging new audiences, the FWPDA will attempt to attract and offer programs and resources accessible to the widest possible audiences including people living on limited incomes and/or with special needs.

(Examples of impact on the ground: seeking programs accessible to diverse income levels; actively seeking scholarship money for programs; offering special packages targeted to low-income families, students, people with disabilities, seniors on fixed incomes; providing on-site child care, etc.)

- **Stewardship** — All FWPDA policies impacting natural, historical and cultural resources will be undertaken within currently recognized best practices for historical preservation and resource conservation.

(Examples of impact on the ground: articulating an explicit Fort Worden Stewardship policy as part of reservation materials, in dorms and residences, in program guides; maximizing the potential for interpretive signage and amenities, etc.)

- **Collaboration** — Recognizing that Fort Worden is a treasured community and regional asset, the FWPDA will seek and make available every opportunity for citizen engagement board discussions and decision, in program planning and implementation through internships, volunteer opportunities, and active collaboration with community and regional partners.

(Examples of impact on the ground: active inclusion of the public in board deliberations; ensuring that there are events and opportunities that intentionally engage the public, local schools and regional universities in program planning and development, design charrettes, open space planning, and service learning.)

- **Community** — The FWPDA places a high priority on business and program development at Fort Worden that can be integrated into and support the businesses, trades and nonprofit organizations active in Jefferson County. The FWPDA searches for ways to have its services and products come from local businesses, assuming competitive quality and price. In terms of its search for future programming partners or independent programs, the FWPDA will first seek to partner with and support existing local and regional enterprises.

(Examples of impact on the ground: partnering whenever possible with local marine trades, agriculture and artisan foods, health and wellness agencies and organizations, working forests, independent technology, fisheries, public and private schools, etc. and ensuring that local businesses that can provide services or materials for Fort Worden and FWPDA operations have the opportunity to bid on these projects.)