Fort Worden Lifelong Learning Center
Annual Report to Washington State Parks & Recreation Commission
March 21, 2019
Innovative Partnership

**WASHINGTON STATE PARKS**
- Manage campgrounds, artillery batteries and natural areas
- Provide law enforcement
- Provide historic preservation oversight

**PARTNERSHIP OBJECTIVES**
- Safeguard state assets
- Maintain public access
- Invest capital in facility rehabilitation and maintenance
- Enhance recreational uses
- Protect site historical integrity
- Enhance interpretive opportunities

**FORT WORDEEN PDA**
- Implement Lifelong Learning Center
- Provide hospitality services
- Provide custodial and routine maintenance and grounds keeping
- Recruit new programs & partners
- Leverage new funding for improvements
2018 Strategic Priorities

1. Provide A Memorable and Extraordinary Guest Experience
2. Preserve and Revitalize Our Historic Campus
3. Develop and Nurture Partnerships for Success
4. Ensure a Sustainable Year-Round Economy
Improved First Impressions
• Seven accommodations, six meeting spaces, $122,000

Improved Guest Reviews
• 92% Guest Satisfaction Rating

Enhanced Wi-Fi and AV Services
• Stronger, broader signal

[Our stay] was so fantastic!
The pictures online give you some idea of what to expect,
but our group was pleasantly surprised with the grounds and the houses
when they arrived. The Colonel’s houses knocked everyone’s socks off.
The staff was super accommodating — they went above and beyond.
Every request I had, the staff came through.

- Rex Frank
Strategic Priority 1: Provide A Memorable & Extraordinary Guest Experience

Quality Dining Experiences
- Taps & Reveille ranked top two in PT by Seattle’s Eater.com
- Food & Beverage revenues up 33%

Taps at the Guardhouse
- Revenues reached $645,683

Catering & Mess Hall
- Revenues of $1,253,659

Cablehouse Beach Canteen
- Revenues of $118,199

Reveille at the Commons
- Revenues of $468,031
Energy Efficiency Improvements

A $1.22 million investment in infrastructure including installation of:

- 144 solar panels
- 5,054 energy efficient LED lightbulbs
- Centralized energy management system

Eliminates more 415,000 pounds (200 tons) of carbon dioxide annually from the atmosphere
Makers Square

Phase I – Building 305, 308, 324
To offer modern classrooms, galleries, studios and workspaces for a variety of artist workspaces and creative programs

- $14 million capital investment
- $9 million raised to date (65% of goal)
  - Includes $1.7 million in Historic Tax Credits
- $1.95 million pending approval by state funding sources
- Bids due in May
- Construction begins in June
Strategic Priority 2: 
Preserve and Revitalize Our Historic Campus

KPTZ 91.9FM - “Broadcasting Live from Fort Worden”

- Community radio station selected as anchor tenant in basement of Bldg. 305 – the future hub of Makers Square
- $600,000 will be contributed in tenant improvements
Strategic Priority 2: 
Preserve and Revitalize Our Historic Campus

Historic Windows Preservation

• $100,000 capital investment
• Inter-local agreement with the WSPRC
• 75 historic windows restored
• Includes storm windows for energy savings
• 6 PDA staff trained by NPS historic preservation specialist
• Knowledge gained ready for application throughout the campus
• Demonstrates partnership approach between WA State Parks, PDA and tenant partner organizations
Strategic Priority 2: Preserve and Revitalize Our Historic Campus

Glamping
Facilities & Accommodations Improvements

- Investment of $338,000
- Upgraded lighting
- Painting interiors of buildings
- Exterior repairs and paint
- Repairs of porches and decks
- New lock systems for dorms
- Repairs of heating systems and addition of air conditioning in the Cablehouse Beach Canteen
Strategic Priority 2: Preserve and Revitalize Our Historic Campus

Tenant Leasehold Improvements

Gray Wolf Academy
- $22,800 (PDA facilities crew)
- Renovations to Bldg. 204 (first floor, North wing)

Port Townsend School of the Arts
- $31,476 (24,476 by PDA; $7,000 by Trades)
- Renovations to Bldg. 306
## Strategic Priority 2: Preserve and Revitalize Our Historic Campus

<table>
<thead>
<tr>
<th>Maintenance Expenses on Campus</th>
<th>Parks</th>
<th>PDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expense</td>
<td>Year 4</td>
<td>Year 4</td>
</tr>
<tr>
<td></td>
<td>Ending June 30, 2018</td>
<td>Jan. 1-Dec. 31, 2018</td>
</tr>
<tr>
<td><strong>Salaries/wages &amp; benefits</strong>*</td>
<td>$403,716*</td>
<td>$483,616</td>
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<tr>
<td><strong>Materials and Services:</strong></td>
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<td></td>
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<tr>
<td>Preventive Maintenance</td>
<td>$86,612</td>
<td>N/A</td>
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<tr>
<td>Deferred Maintenance</td>
<td>$99,076</td>
<td>$338,000</td>
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<tr>
<td>Minor Maintenance</td>
<td>$63,727</td>
<td>$219,700</td>
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<tr>
<td><strong>Total Expense</strong></td>
<td>$653,131</td>
<td>$1,041,316</td>
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</table>

*Expenditure represents 5 FTE maintenance staff responsible for Campus maintenance.
## Strategic Priority 2: Preserve and Revitalize Our Historic Campus

### 2018 Fort Worden Priority Capital Improvement Projects

<table>
<thead>
<tr>
<th>FWPDA</th>
<th>Actuals</th>
<th>Washington State Parks</th>
<th>2017-19 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy Efficiency Improvements</td>
<td>$ 1,229,940</td>
<td>Replace Failing Sewers</td>
<td>$ 2,320,000</td>
</tr>
<tr>
<td>Glamping Architectural and Engineering</td>
<td>$ 73,605</td>
<td>Campus Fire Alarm Systems</td>
<td>$ 192,000</td>
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<tr>
<td>Historic Windows Preservation</td>
<td>$ 29,366</td>
<td>Replace Overhead Electrical Supply</td>
<td>$ 807,000</td>
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<tr>
<td>Makers Square Architectural and Engineering</td>
<td>$ 750,723</td>
<td>Replace Failing Water Lines</td>
<td>$ 377,000</td>
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<tr>
<td>Partner Tenant Improvements</td>
<td>$ 47,526</td>
<td>Marine Facilities Study</td>
<td>$ 100,000</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$ 2,131,161</strong></td>
<td></td>
<td><strong>Total</strong> $ 3,796,000</td>
</tr>
</tbody>
</table>
Strategic Priority 3: Develop and Nurture Partnerships for Success

- Fourth annual event
- Public/private partnerships create success
- More than 3,000 attendees

- Partnership with STG brought Modest Mouse concerts
- 2,000 and 3,000 attendees each night
- Regional and national recognition for Fort Worden
Strategic Priority 3: Develop and Nurture Partnerships for Success

New Partner Programs

- Centrum
  - “In the Clubs”
  - Native American Voices
  - Voices from the Field
- Fortopia
- PT School of the Arts
- PT Petanque Association
Strategic Priority 3: 
Develop and Nurture Partnerships for Success

Educational Partnerships

• Clemente Humanities Program
• Port Townsend School District
• WWU Academy of Lifelong Learning on the Peninsulas
Strategic Priority 4: Ensure a Sustainable Year-Round Economy

Revenues

- Accommodations: Budgeted $3,000,000, Actual $3,120,000 (6% increase over 2017)
- Catering and Restaurants: Budgeted $2,200,000, Actual $2,200,000
- Other Revenues: Budgeted $1,000,000, Actual $1,000,000
- PDA Grants/Donations: Budgeted $1,000,000, Actual $1,000,000

Budgeted Revenues $6,144,117
Actual Revenues $6,360,904

22% increase over 2017
Strategic Priority 4: Ensure a Sustainable Year-Round Economy

Sales by Market Segment

- Partners: $508,660 (20%)
- Group: $893,235 (36%)
- Leisure: $1,107,262 (44%)

Non-refundable room sales are not included in this chart.
Strategic Priority 4: Ensure a Sustainable Year-Round Economy

Budgeted Expenses $5,224,532
Actual Expenses $5,675,058
29% increase over 2017

Expenses

- Personnel Costs
- Repairs & Maintenance
- Utilities
- Contracts
- Operating Expense

Budgeted Expenses: $5,224,532
Actual Expenses: $5,675,058

29% increase over 2017
2018: A Year of Growth & Transformation

GROWTH – 2017 to 2018

- Accommodations - 13% growth
- F&B Revenues - 33% growth
- Occupancy – from 36 to 55%
- Year Round Employees – 85 to 105
- 5 Star Guest Reviews - 50 to 60%
- Discover Pass - $161K to $179K

INVESTMENTS

- Capital Improvements - $2.1M
- Energy Efficiency - $1.22M
- Tenant Improvements - $54K
- New Tenant Partners - 3
- Maintenance Transfer – 1.1M
- Large-scale Events - 3
“Fort Worden is a shining example of how to share Washington State’s history with future generations and encourage economic development along the way. From classrooms to world class conference spaces, the team at Fort Worden are turning a landmark into a destination, and I’m looking forward to replicating their success across our state.”

- Governor Jay Inslee, April 2018
<table>
<thead>
<tr>
<th>Iconic Destination</th>
<th>Vibrant Community</th>
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<tbody>
<tr>
<td>Hometown Hospitality</td>
<td>Keepers of the Story</td>
</tr>
<tr>
<td>Rooted in Place</td>
<td>Hand-On Experiences</td>
</tr>
<tr>
<td>Arts, Culture &amp; Education</td>
<td>Creative Partnerships</td>
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