

**AGENDA**  
**Board of Directors Meeting**  
**Fort Worden Public Development Authority (FWPDA)**  
**Wednesday, September 25, 2019 | 9:00 a.m. – 12:00 p.m.**  
**Commons B, Fort Worden**

**Regular Board Meeting**

- I. Call to Order
- II. Roll Call & Staff Introductions
  - A. JT Tichenor, Events Porter
  - B. Aron Uchitelle, Maintenance Technician
- III. Partner Presentation: Newport Academy at Gray Wolf Ranch
- IV. Changes to the Agenda
- V. Public Comment
- VI. Correspondence
  - A. Partners Report
  - B. August 20, 2019 Executive Committee Minutes
  - C. Cash Flow Report
  - D. David Thielk Letter re: Tourism and Carbon Footprint in Jefferson County
  - E. Fred Obee Email and Dave Robison Response re: Removal of Recycling Bins
  - F. State Parks Letter re: Meditation Center Lease Request
  - G. Lease Correspondence
  - H. August & September Employees of the Month/Employee Newsletters
- VII. Consent Agenda
  - A. Review and Approval of Regular Board Meeting Minutes, July 24, 2019  
**Action:** Motion to approve July 24, 2019 Board Meeting Minutes
- VIII. Review and Discussion of Financials
  - A. Staff Report
  - B. Board Discussion
- IX. First Federal Construction Bridge Financing
  - A. Staff Report
  - B. Board Discussion  
**Action:** Motion to approve Resolution 19-13 authorizing the Executive Director to review and approve a bridge loan with First Federal Savings and Loan and account signers for the loan.

- X. Review and Approval of Work Order with thyssenkrupp
  - A. Staff Report
  - B. Board Discussion

**Action**: Motion to approve Resolution 19-14 authorizing the Chief Financial Officer to approve the thyssenkrupp work order.
- XI. Review of Bids and Contract for Glamping Platforms and Building 288
  - A. Staff Report
  - B. Board Discussion
- XII. Makers Square RFP Framework Presentation
  - A. Staff Report
  - B. Board Discussion
- XIII. Staff Report
  - A. Special Events
  - B. Current Construction Projects & Major Repairs
  - C. Marketing and Sales Report
  - D. Leasing Update
  - E. 5 Year Planning Effort
- XIV. Public Comment
- XV. Next Meetings
  - A. Executive Committee Meeting: October 15, 2019, 9 a.m.
  - B. Board of Directors Meeting: October 23, 2019, 9 a.m.
- XVI. Executive Session to review personnel matters and lease terms and conditions in accordance with RCW 42.30.140 (4) and RCW 42.30.110 (c), respectively.
- XVII. Adjourn

## MONTHLY FORT WORDEN PARTNERS UPDATE

| Partner<br>(organization<br>name) | Last month<br>Bright Spot(s)  | Events next month ( <u>Late Sept/October</u> )<br>(4 max, in priority order for <b><i>promoting to visitors</i></b> ) |  |  | Any long lead<br>“heads ups” or “Save<br>the Dates”                                    |
|-----------------------------------|---|---|--|--|--|
|                                   |   | Day/Time  | Event  | Leader/Faculty   |  |
| <b>Centrum</b>                    | Centrum’s Ukulele festival took place the week of September 9 – we served 135 participants  | Oct 1-31  | Emerging Artist Residency                            |  | Nov. 6 Kronos Quartet<br><br>Nov. 14-17 Native Voices Arts Academy                     |
|                                   |   | Oct 19  | Centrum Gala   |  |  |
| <b>Friends of Fort Worden</b>     | Fully attended guided geology walk with renown leader.<br><br>Trail Team volunteers spread gravel on sections of Chinese Garden Trail | Sept 28   | Trail Team work party – Remove evasive weeds         | Jan North  | Chinese Garden interpretive trail opening later this year                              |
|                                   |   | Oct 20  | Guided Plant Walk                                    | Janine Anderson, Terry LeLievre, Matt Berberich  |  |
|                                   |   | Oct 26  | Trail Team work party - taem w/ Native Plant Society | Jan North  |  |
| <b>Goddard College</b>            |   | <b>Sept 21</b><br>2:45 – 5:45 pm<br><br><b>Sept 23</b>  | Two free dance workshops with local                  | <b>Bill Evans</b> , distinguished professor emeritus at the University of New Mexico and the Visiting Professor Emeritus at the College at Brockport, State University of New York, taught at Dean College (Franklin, Massachusetts) and | <b>Please welcome Goddard College President Bernard Bull</b> , who will be on the Fort |

|                                   |  |  |  |  |   |
|-----------------------------------|--|--|--|--|---|
|                                   |  | 7pm – 9pm  | <p>luminary Bill Evans</p> <p>1) HOW THE BODY CHANGES ITS SIZE AND SHAPE</p> <p>2)MOVEMENT IS MEDICINE</p>   | <p>Providence College (Rhode Island) after retiring from the State University of New York in 2014. In September, 2018, he relocated to Port Townsend, Washington, where he has established the Evans Somatic Dance Institute. The Bill Evans Dance Company celebrated its 40th anniversary in April 2014. It has appeared in all 50 U. S. states and has taken Mr. Evans to 29 other countries.</p>  | <p>Worden Campus from Sept. 21 to 23.</p> |
| <b>Madrona MindBody Institute</b> | <p>Supported THING with two special THINGYoga classes.</p> <p>Due to popularity of our SPIN (indoor cycling) classes, we added “EasyRider” classes Mondays 9am and Saturdays 10am. Low-impact, fun cardio fitness.</p> | <p>10/1<br/>1-2:30pm</p> <p>10/7<br/>5:30-6:30pm</p> <p>Mon &amp; Wed,<br/>1:30-2:15pm</p> <p>10/31<br/>9:30-10:30</p> | <p><a href="#">Improving Balance for Everyday Living</a></p> <p><a href="#">FEEL GOOD/DO GOOD yoga benefit</a></p> <p><a href="#">Senior Fit</a></p> <p><a href="#">Nia Source Jam</a></p> | <p>Ingrid Musson and Renee Klein will help people learn the key components to balance, how to stay upright, strong, healthy and without falls.</p> <p>Monthly by-donation yoga class, all levels, taught by Karyn Stillwell, will support programs for Gathering Place, helping the “differently abled” live rich lives.</p> <p>Launching new classes designed for Port Townsend residents and visitors. Teachers Terry Wagner and Leslie Freeman.</p> <p>Special NIA teacher Alba Wejebe with live singing by internationally recognized composer, vocalist and keyboardist Lis Addison. Costumes encouraged!</p> |   |
| <b>Peninsula College</b>          | <p>We welcome a new member to our team! Dani Hendrickson is now at the front desk in 202.</p>  | <p>Sept 23<sup>rd</sup></p>  | <p>Fall quarter classes begin</p>  |  |   |

|  |  |  |  |   |  |
|--|--|--|--|---|--|
|  | Come by to introduce yourself!   |  |  |   |  |
| <b>Port Townsend School of the Arts (PtSA)</b> | <p>*SOLD OUT workshop with acclaimed California multimedia artist, Mark Eanes- 15 participants from 4 states + Canada, wait list of 10</p> <p>*PtSA-hosted Lantern making booth at THING festival!</p> | <p>Sunday, Oct. 6, 12-6 PM</p> <p>Saturday, 9/21 8:30 AM- 3 PM</p> | <p>Second Annual Sherry Grover Art Sparks Benefit Sale,</p> <p><a href="#">Paint Out! A Plein Air Collaboration with Quimper Arts &amp; PtSA</a></p> | <p>PtSA Downtown, 236 Taylor St. Port Townsend</p> <p>various</p> | <p>Fall Visiting Artists:</p> <p><a href="#">Monoprinting Dye on Fabric, Ann Johnston, 10/4-6</a></p> <p><a href="#">Found Object Mythology, Michael deMeng, 10/17-19</a></p> <p><a href="#">Mushroom &amp; Lichen Dye Workshop, Alissa Allen, 11/8-10</a></p> |



*Fort Worden*

— PORT TOWNSEND —  
A HISTORIC GATHERING PLACE

**APPROVED Minutes**  
**Executive Committee Meeting**  
**Fort Worden Public Development Authority (FWPDA)**  
**Tuesday, August 20, 2019 | 9 a.m. to 11 a.m.**  
**Commons Building 210, Room B, Fort Worden**

- ❖ Motion to approve the July 16, 2019 Executive Committee Minutes. **Unanimously Approved**

**Regular Executive Committee Meeting:**

**I. Call to Order:** 9:00 a.m.

**II. Roll Call**

Executive Committee Members: Norm Tonina, Gee Heckscher, Jane Kilburn, Jeff Jackson

Immediate Past President: Cindy Finnie (by phone)

Other Board Members: Terry Umbreit, Herb Cook

Staff: Dave Robison, Rufina Garay, Diane Moody, Joan Rutkowski, Maryna Frederiksen, David Opp-Beckman, Lane DeCamp

Public: David Goldman, Carla Main

**III. Changes to the Agenda**

The staff update on major construction projects was moved to an earlier time in the agenda.

An update on the Makers Square Operations Plan was added.

Discussion about succession planning was added.

An executive session was not needed for this meeting.

**IV. Correspondence**

Executive Director Dave Robison referred the committee to articles and correspondence in the agenda packet (see executive committee packet on website). The packet includes correspondence between Robison and Port Townsend resident Jay Neville. Neville, who lives near Fort Worden, has concerns about traffic increases, the existence of free parking on the PDA campus, and vehicle emissions. Robison noted that the PDA is working with the City on improvements to the flow of traffic to Fort Worden, and some of Neville's concerns are germane to the City but out of the scope of the PDA.

The PDA also received a letter from some of its programming partners regarding the PDA's long-term lease approach. The partner group does not agree with the PDA's draft approach to long-term leases and seeks an improved and comprehensive long-term lease structure for their consideration. Robison said he understands concerns about the appraisals the PDA received for campus buildings and the

frustration with the slow process; he said some of their concerns can likely be addressed through better information-sharing going forward. The draft approach includes incentives for capital investments, earn-backs, and a gradual move to market-rate leases. PDA leadership is working to schedule a time to meet with concerned partners.

**V. Review of June Cash Flow Report**

Chief Financial Officer Diane Moody reviewed the Cash Flow report (see packet on website). She said that July was a strong month, which led to a higher cash flow position than projected. Another difference she noted was the projection of both increased revenue and increased expenses from the upcoming THING event.

**VI. Major Construction Project Update**

Capital Projects Director David Opp-Beckman provided an overview of major construction projects. He said that hydroseeding following the completion of sewer and electrical work is being scheduled for fall. Other projects include undergrounding the JFK building's electrical system and the fire systems in JFK, 272 and 277. Beckman also noted that the completion of the glamping project may be delayed by a month or so due to the discovery of collapsed sewer lines. Washington State Parks will pick up a portion of the sewer repair, he said.

**VII. Review and Approval of July 16, 2019 Executive Committee Minutes**

**Action:** Motion to approve the July 16, 2019 Executive Committee Minutes. **Unanimously Approved**

**VIII. Updated Amendments to Washington State's Heritage Capital Program and the Building for the Arts Grant Agreements**

Robison and Moody described the adjusted amendments to the grant agreements for the renovation of buildings 308 and 324 in Makers Square. Reasons for the adjustments include needs to simplify the scope of work, streamline the reimbursement process, and reflect funding received by other grants and the legislature. Moody said a notable change involves adjusting what needs to be raised given the addition of expected historic tax credits. With the Executive Committee's approval, staff will submit the amendments for approval.

**Action:** Motion to approve updated 2017-2019 Grant Agreements with Washington State's Heritage Capital Program and the Building for the Arts. Motion includes authorizing the Vice Chair's review and approval of any non-substantive updates to grant amendment package. **Unanimously Approved**

**IX. Staff Update & Board Discussion**

- **KPTZ Lease**

Chief Strategy Officer Rufina Garay shared that discussions with KPTZ regarding their lease are still in process. Robison noted that the PDA's historic tax credit consultant said capital improvements KPTZ may make would be eligible for historic tax credits, which may shape the negotiated lease rate.

- **Food and Beverage Presentation**

Food and Beverage Director Maryna Frederiksen presented plans for changing the dinner concept and menu for Reveille. Frederiksen said that for the last several months she has been analyzing Reveille's performance and customer demographics to understand why its dinner

business struggles. Breakfast and lunch are doing well, but dinner is slow and usually only two to six parties visit each night. She has seen potential guests walk away after reviewing the menu and prices. Frederiksen has concluded that the French bistro dinner concept and prices do not suit Fort Worden's market, which involves many recreationalists and families with children. She is proposing a more casual and less expensive concept that includes barbecue options and still involves a farm-to-table menu. Frederiksen noted that this concept isn't offered anywhere else in Port Townsend. Special-event winemakers' dinners will continue at Reveille, Frederiksen said. Dinner at Reveille will temporarily end this fall when business is especially slow, she said. During the fall and winter, the PDA's executive chef will test new menu ideas during wine dinner events at Reveille. This plan will give staff time to fully vet new dinner ideas before the new dinner menu and concept are launched in early Spring 2020, Frederiksen said.

Board and staff members expressed support for the change. Chief Strategy Officer Rufina Garay agreed that shifting from fine dining to a more casual, family-friendly restaurant is the right move for this location. Board member Terry Umbreit said he has been working with Frederiksen on her plans and is impressed with her research and analysis.

- **Makers Square Operations Plan**

Robison reported on the process to develop an operations plan for Makers Square. Staff have been examining multiple business models for a range of possible uses and users, including multi-purpose operations, artistic nonprofits, and commercial renters, he said. Robison said one of the models involves using contributed funds to underwrite operations for the first two years. This approach would provide time to test different uses before establishing leases, build regional awareness of Makers Square, develop collaborative programming among existing onsite partners, and attract additional contributed support, he said. Robison said staff will have a draft operations plan ready to review in a joint meeting with the Foundation and the PDA board on October 23rd.

Board Secretary Jane Kilburn recommended including one or two partners in the process for their insights into how they run programs and use spaces at Fort Worden, before the RFP framework is developed. Robison agreed that their involvement is valuable and noted that Foundation staff member Lane DeCamp has already had a few conversations about Makers Square with partners. Before more formally engaging in planning with partners, which will happen soon, Robison said he would like to first have in place an RFP framework along with visible progress on building renovations so that it's easier for partners to envision how the space can be used. Kilburn suggested offering tours of the site, and Robison agreed. Vice Chair Gee Heckscher noted a need to see what it will cost to manage Makers Square in next year's budget, and board member Herb Cook said that the worst outcome would be to arrive at first quarter 2021 with only KPTZ in the building.

- **Succession Planning**

Robison reported that the process to nominate board members for appointment by City Council has begun. Tonina's and Jackson's terms expire this fall. The board currently has nine seats, and the PDA's charter allows for up to 11 board members. The Nominating Committee per the PDA's charter involves the mayor, Robison, and the board's chair and secretary, as well as representatives from the PDA's program partners, State Parks, and the



Fort Worden Advisory Council. The committee will interview candidates in October and make a recommendation for City Council's consideration.

Tonina stated that upcoming board work this fall and winter may include revising bylaws and reviewing administrative policies that govern the Executive Director role. Kilburn recommended that the board also consider establishing a succession plan for officer and key staff positions. Tonina said a subcommittee, such as a governance committee, could form to address leadership succession at the PDA.

**X. Public Comment**

Port Townsend resident Carla Main commented on topics the board discussed. She suggested that the PDA share Reveille plans with Fort Worden's neighbors to help build excitement for changes to the dinner menu and concept. She also encouraged capitalizing on evening events and concerts at Fort Worden that could provide dinner guests. As for Makers Square, she suggested that tours also include partners' board members. With lease negotiations, she said it's complicated work that can easily lead to getting stuck in concerns or fears. She encouraged all parties to understand each other's limitations and constraints and to recognize their many common goals and shared desire to better the community.

Port Townsend resident David Goldman said he believes the circle of people who understand the PDA and its story is very small. He encouraged PDA leaders to seek to understand what is true about the partners' position and to engage with them earlier rather than later, especially regarding leases and Makers Square.

**XI. Adjourned: 11:19 a.m.**

9/17/2019

| <b>Monthly Cash Flow Projection</b> |           |         |         |         |              |
|-------------------------------------|-----------|---------|---------|---------|--------------|
| <b>Hospitality Services</b>         |           |         |         |         |              |
|                                     | Projected |         |         |         |              |
|                                     | Aug       | Sept    | Oct     | Nov     | <b>TOTAL</b> |
| <b>1. CASH ON HAND</b>              | 280,427   | 395,581 | 198,581 | 226,581 |              |
| <b>2. CASH RECEIPTS</b>             |           |         |         |         |              |
| Lodging & Services                  | 1,178,232 | 560,000 | 580,000 | 500,000 | 2,818,232    |
| (Main Account (Payment- Owed)       | 0         | 0       | 0       | 0       | -            |
| Leases                              | 8,723     | 8,000   | 8,000   | 8,000   | 32,723       |
| From Advance Deposits               | 0         | 0       | 0       | 0       | -            |
| Loan or Other Cash Injection        | 0         | 0       | 0       | 0       | -            |
| Grants                              | 25,000    |         |         |         | 25,000       |
| <b>3. TOTAL CASH RECEIPTS</b>       | 1,211,955 | 568,000 | 588,000 | 508,000 | 2,875,955    |
| <b>4. TOTAL CASH AVAILABLE</b>      | 1,492,382 | 963,581 | 786,581 | 734,581 | 3,977,125    |
| <b>5. CASH PAID OUT</b>             |           |         |         |         |              |
| Personnel and Payroll Expenses      | 580,000   | 350,000 | 320,000 | 310,000 | 1,560,000    |
| General Operating                   | 366,801   | 265,000 | 240,000 | 200,000 | 1,071,801    |
| Furniture-Fixtures-Vehicles         |           |         |         |         | -            |
| Leasehold Improvements              |           |         |         |         | -            |
| Fund/Account Repayment              | 150,000   | 150,000 |         |         | 300,000      |
| Subtotal                            | 1,096,801 | 765,000 | 560,000 | 510,000 | 2,931,801    |
| Loan Principal Payment              |           |         |         |         |              |
| <b>6. TOTAL CASH PAID OUT</b>       | 1,096,801 | 765,000 | 560,000 | 510,000 | 2,931,801    |
| <b>7. CASH POSITION</b>             | 395,581   | 198,581 | 226,581 | 224,581 |              |
| Difference from previous report     | 100,154   | 50,154  | 80,154  |         |              |

**Previous Month Report**

| <b>Monthly Cash Flow Projection</b> |           |           |         |         |              |
|-------------------------------------|-----------|-----------|---------|---------|--------------|
| <b>Hospitality Services</b>         |           |           |         |         |              |
|                                     |           | Projected |         |         |              |
|                                     | July      | Aug       | Sept    | Oct     | <b>TOTAL</b> |
| <b>1. CASH ON HAND</b>              | 187,427   | 280,427   | 295,427 | 148,427 |              |
| <b>2. CASH RECEIPTS</b>             |           |           |         |         |              |
| Lodging & Services                  | 980,000   | 1,000,000 | 600,000 | 550,000 | 3,130,000    |
| (Main Account (Payment- Owed)       | 0         | 0         | 0       | 0       | 0            |
| Leases                              | 8,000     | 8,000     | 8,000   | 8,000   | 32,000       |
| From Advance Deposits               | 0         | 0         | 0       | 0       | 0            |
| Loan or Other Cash Injection        | 0         | 0         | 0       | 0       | 0            |
| Grants                              | 5,000     | 25,000    |         |         | 30,000       |
| <b>3. TOTAL CASH RECEIPTS</b>       | 993,000   | 1,033,000 | 608,000 | 558,000 | 3,192,000    |
| <b>4. TOTAL CASH AVAILABLE</b>      | 1,180,427 | 1,313,427 | 903,427 | 706,427 | 4,103,708    |
| <b>5. CASH PAID OUT</b>             |           |           |         |         |              |
| Personnel and Payroll Expenses      | 400,000   | 478,000   | 340,000 | 310,000 | 1,528,000    |
| General Operating                   | 400,000   | 390,000   | 265,000 | 250,000 | 1,305,000    |
| Furniture-Fixtures-Vehicles         |           |           |         |         | 0            |
| Leasehold Improvements              |           |           |         |         |              |
| Fund/Account Repayment              | 100,000   | 150,000   | 150,000 |         | 400,000      |
| Subtotal                            | 900,000   | 1,018,000 | 755,000 | 560,000 | 3,233,000    |
| Loan Principal Payment              |           |           |         |         |              |
| <b>6. TOTAL CASH PAID OUT</b>       | 900,000   | 1,018,000 | 755,000 | 560,000 | 3,233,000    |
| <b>7. CASH POSITION</b>             | 280,427   | 295,427   | 148,427 | 146,427 |              |

## Joan Rutkowski

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**From:** edavidt Tk <edavidt@gmail.com>  
**Sent:** Tuesday, September 3, 2019 3:03 PM  
**To:** CityCouncil; Commission@parks.wa.gov; jeffbocc@co.jefferson.wa.us; transc@wstc.wa.gov; Joan Rutkowski  
**Subject:** Tourism and Carbon Footprint in Jefferson County  
**Categories:** 2. NOW/This Week

David Thielk  
611 Rose Street  
Port Townsend, WA 98368  
360-301-6005

Dear Port Townsend City Councilors, Jefferson County Commissioners, Jefferson Transit Authority, Fort Worden Public Development Authority and WA State Transportation Commission,

The Port Townsend - Jefferson County political and economic leadership continues to promote tourism as an economic driver for our region. Sadly, the only reasonable way to get to Port Townsend is by driving here in a personal vehicle, usually fueled by gasoline. Here is a partial list of (almost two per month) festivals that draw people in their cars to Port Townsend. What did I miss?

Festival of American Fiddle Tunes  
Voiceworks  
Centrum Jazz Port Townsend Festival  
Acoustic Blues Festival  
Wooden Boat Festival  
Fourth of July at the Fort  
Port Townsend Ukulele Festival  
Strange Brewfest  
Port Townsend Film Festival  
Brass Screw Confederacy and Steampunk Festival  
Olympic Music Festival  
Kinetic Sculpture Race  
Victorian Heritage Festival  
Raker's Car Show  
Wearable Art Show  
Studio Tour  
Victorian Homes Tour  
Secret Garden Tour  
Farm Tour  
Modest Mouse  
Thing

In the meantime, the planet is burning. Jefferson Transit has not stepped up to address that fact that our highways, from HWY 104 at the Hood Canal Bridge, to Water Street, are dense with cars that are producing 19.7 pounds of carbon dioxide for each gallon of gasoline burned, particularly on the weekends. Instead, they have focused on a small handful of riders who need, or prefer to ride the bus rather than take a car. They could be using traffic data to design a system to reduce automobile use throughout the region. But this does not appear to be the case.

It is a painfully long process to get to the Kingston Ferry from Port Townsend on transit. And, while it is easier to get to the Bainbridge Ferry from Port Townsend, it is still a longish process with infrequent buses. And if the ferry runs late, and we miss the bus, we will likely end up sleeping at the ferry terminal, or the Poulsbo transit center. The scheduled buses rarely coincide with my trips to Seattle (evenings and weekends, usually) and Sea Tac flights. Recently (late July), I did ride the Jefferson Transit early morning bus (6 AM) to Poulsbo as I had a flight out of SEA TAC in early afternoon. On that weekday, sad to say, there were very few riders. Is this the best we can do? Offer a transportation route that takes nearly two hours in total (driven in one hour) that is only used by a handful of riders?

Since weekend tourism is a huge contribution to traffic (and carbon), shouldn't we at least attempt to run buses from Bainbridge early and late on both weekend days? Shouldn't the Transit Authority be asking "How can we identify the high use traffic routes and times, and putting in transit alternatives that result in a significant incentive for motorists to get out of their cars and onto public transit?" Shouldn't we be able to get to both ferries easily, carrying a bike for use when we get to the other side if necessary?

The FWPDA is determined to bring more and more tourists here by producing mega events like THING. For this last event, there was a continuous stream of tour buses (shuttles?) that circulated around town in an attempt to reduce local traffic. Shouldn't we be asking that Seattle Theatre Group to run the tour buses from Bainbridge to Port Townsend, so that we lower the carbon footprint of these events, as well as make less impact on residents? Shouldn't the FWPDA be asking themselves "What is our role in carbon reduction in this county, and how can we implement events that are as close to carbon neutral as possible?" If they are not asking themselves this question, my kids and future grandchildren want to know why?

The mentality of the ferry system planners is no better. They continue to focus on "bridging" the gap between two ends of a highway designed for automobiles. And, then, as an afterthought, making lots of space for pedestrians and cyclists who may wish to take advantage of the link. Shouldn't we be thinking the other way around and asking "How can we design a system to get as many people from Seattle to Port Townsend (or wherever) without bringing a car along with them?" That is, shouldn't we be making non motorized transportation and transit use the primary design feature, and adding cars as an afterthought?

And our state parks are moving away from low impact camping, instead expanding accommodations for RV's and glampers. At Fort Worden over the past 10 years, we have lost the hostel, and Fort Worden has dropped the number of hiker/biker sites from five down to three. All that is remaining are full hook up sites, mostly occupied by gas guzzling RV's and diesel pickup trucks pulling fifth wheels. The summer rates for these sites are \$45/\$50, with winter rates at \$35/\$40 - a lot for a tent camper on a limited budget. I host cyclists from all over the world at my home in Port Townsend, because Port Townsend is on the American Cycling Association's Pacific Tour route. I know that there are lots of cyclists who need an economical place to stay when they pass through Port Townsend. Shouldn't the Washington State Parks Commission be asking themselves "How can we encourage more cyclists and hikers, and tent campers to use our facilities?"

In Jefferson County, on a per capita basis, our highways experience 1.3 times the state average in terms of numbers of miles driven. There is no routine way to get to Port Townsend except by car, and we continue to promote more tourism. In the meantime, the Port Townsend and Jefferson County leadership, the FWPDA, Jefferson Transit Authority, and WA State Ferries seem to remain perfectly still, caught like deer in the headlights, not knowing what to do, while the world burns around us. If it is not your responsibility to lead change now, whose is it?

There is no time to wait. City and county planners, city councilors, county commissioners, transit authority members and staff, Fort Worden PDA members, ferry system planners, and Washington Parks Commission members need to shake themselves free of the paralysis of business as usual. I am calling on you to begin demonstrating climate leadership today.

Dave Thielk  
611 Rose Street

*FORT WORDEN PDA NOTICE REGARDING PUBLIC DISCLOSURE*

*Public documents and records are available to the public as required under the Washington State Public Records Act (RCW 42.56). The information contained in all correspondences with a government entity may be disclosable to third party requesters under the Public Records Act.*

**From:** Fred Obee [mailto:fredobee@gmail.com]  
**Sent:** Wednesday, August 28, 2019 9:54 AM  
**To:** Dave Robison <drobison@fortworden.org>  
**Subject:** Removal of recycling bins

Hello Dave: I think you know I'm a big fan of almost everything that's being done at the fort. The new little pub, makers square, the education building -- all really wonderful additions.

I am disappointed, however, in the removal of the recycling bins. In getting rid of the bins, the PDA didn't solve a problem, it just passed it on to someone else. Someone is still going to have to deal with all of the issues associated with recycling and I'm sorry to learn that the PDA has decided to wash its hands of the problem rather than seek more creative solutions.

Thanks for listening. I will appreciate it if you would pass my comments on to the board.

Fred

## Joan Rutkowski

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**From:** Dave Robison  
**Sent:** Wednesday, August 28, 2019 10:04 AM  
**To:** Fred Obee  
**Cc:** Joan Rutkowski  
**Subject:** RE: Removal of recycling bins

**Categories:** 2. NOW/This Week

I hear you, Fred. We are in the process of putting together a comprehensive recycling and sustainability program at the Fort.

Unfortunately, the recycling bins at the Fort became a huge problem because people did not use the recycling bins correctly and most of it ended becoming contaminated and going directly in the waste stream, costing the county even more. The County transfer station is set up to handle this more efficiently.

We are posting the following at the old location:

***The Fort Worden PDA has decided to remove the recycle containers due to several factors including, the required ongoing maintenance and clean-up, continual cross contamination of recycling with garbage, along with the occasional appliance and furniture piece left behind. Together with WSP, Jefferson County & the City of PT, we agreed that the containers were not being effectively used for recycling. All local recycling will need to go directly to the transfer site on Jacob Miller Road.***

Once our sustainability plan is completed (hopefully with state funding to implement it) we can consider other alternatives.

Thanks for your support....and understanding. I will share your comments with the Board at its September meeting.

Dave Robison  
Executive Director  
Fort Worden  
200 Battery Way, Park Office  
Port Townsend, WA 98368  
(360) 860-7943 (office)  
(360) 643-1770 (cell)  
[www.fortworden.org](http://www.fortworden.org)



*Fort Worden*

— PORT TOWNSEND —

A HISTORIC GATHERING PLACE



Don Hoch  
Director

STATE OF WASHINGTON

WASHINGTON STATE PARKS AND RECREATION COMMISSION

1111 Israel Road S.W. • P.O. Box 42650 • Olympia, WA 98504-2650 • (360) 902-8500  
TDD Telecommunications Device for the Deaf: 800-833-6388  
[www.parks.state.wa.us](http://www.parks.state.wa.us)

August 29, 2019

Mr. Walter Parsons  
309 Benton Street  
Port Townsend, WA 98368

**Re: Lease Request – Meditation Center – Building 409 Fort Worden State Park**

Dear Mr. Parsons:

State Parks Staff has considered and is denying your request for the lease of building 409 at Fort Worden State Park. We fully appreciate the generous nature of the proposal you are making and sincerely considered the merits of your application but in our judgement, it is not in the best interest of Fort Worden State Park to pursue this project in the proposed location.

Our review considered both environmental and social impacts in an area of Fort Worden State Park designated as public day use. We determined that likely impacts to park users and expanding the overall area of concession like activities would not be desirable. We also determined certain regulatory requirements would require at least some vehicular use in an area used primarily by pedestrians. Additionally, we find that there is some use of that area by sensitive species which may be impacted by increasing use of that area.

Any appeal should be directed to Peter Herzog, Assistant Director, Parks Development

Again, I do sincerely appreciate the significant investment proposal you are making and if you have a project proposal in an area of the park not on top of Artillery Hill, we would be happy to consider it. If you have any questions, please contact me at (360) 902-8651.

Sincerely,

A handwritten signature in black ink, appearing to read "S. Brand".

Steve Brand  
Partnerships, Planning, and Real Estate Program Manager,

cc: Peter Herzog, Assistant Director, Parks Development  
Darrel Hopkins, Region Manger  
Brian Hageman, Area Manager  
Lynn Harmon, Project Lead



## Rufina Garay

---

**From:** FWProgramming Partners <fwprogrammingpartners@gmail.com>  
**Sent:** Thursday, August 15, 2019 1:13 PM  
**To:** Norm Tonina; Dave Robison; Rufina Garay  
**Attachments:** PDA Ltr 8\_19.pdf

Dear Members of the PDA Board:

Representatives of the Fort Worden Programming Partners delivered the attached letter concerning long-term leases and the current appraisals to Dave Robison and Rufina Garay today. As our letter is addressed to them, and to you, we wanted to be sure that you received a direct copy, and we explained this desire with Dave and Rufina.

All of us look forward to an immediate constructive and productive process to ascertain how the process of building our campus' identity and cementing cooperative arrangements will develop. As always, starting with shared and fair commitments to one another is the foundation for our future together at Fort Worden. The Partners wish to see long-term lease arrangements for all of us in place this year. We stand ready to work with you and the staff on comprehensive plans to see that this is done.

Thank you all for your commitment to elevating the lifelong learning on our campus and the vital programming that helps define our Park and our community.

- Fort Worden Programming Partners

## MEMORANDUM

TO: Board of Directors and Senior Staff  
Fort Worden Public Development Authority

FROM: Fort Worden Programming Partners

DATE: August 12, 2019

RE: Long-Term Lease Planning

Ladies and Gentlemen:

The materials composing the PDA's concepts to its tenants for what we understand to be the foundation for long-term leases has been reviewed and considered by each of our organizations. Each organization has issues related to its specific mission and operations but much of what has been proposed relates to all of us. Accordingly, we will respond and negotiate as a group (via a small team of representatives) with respect to the common issues and separately as to other matters. Each of our organizations is a dynamic, growing and disciplined operation. Our respective Boards of Directors expect and require proposals made to them to be complete, coherent and realistic. The PDA's current preliminary lease proposal concepts meet none of these standards. We therefore reject the proposed approach and request that the PDA reconsider this matter and promptly resubmit a comprehensive long-term lease structure for our consideration and review.

The PDA's revised proposal needs to address the following issues:

1. **Long Term Leases.** This subject has been under discussion for years without progress. We cannot plan or raise necessary capital without long term leases. What is the PDA proposing? Is there a minimum capital raise required? Do leases evergreen as additional capital is raised? How will this actually work?
2. **The Appraisal.** The appraisal submitted to us is not accepted as the basis for rent calculations. The "comps" selected are not appropriate, various adjustments to the rental rates are not explained and appear arbitrary and the appraisal is completely silent on the fact that substantial capital investments will be required of PDA tenants in order to make our facilities fully functional and compliant with code and the PDA's requirements. The PDA needs to commission a new appraisal *with the tenants having the same participation as the PDA* and which specifically addresses the capital investment obligation imposed on the tenants. If the PDA does not proceed with a new appraisal, the tenants will do it.
3. **Recovery of Capital Investments.** The formula for recovering capital investments appears to limit recovery to a one-time credit of 5% which we assume cannot be intended. However, even assuming the 5% *is* intended to apply over the course of the lease term, that cap makes it impossible, as example, for a tenant with a 15-year lease to recover its investment (5%/year x 15 years = 75%). Further, the value of points

awarded at different investment levels vary irrationally, there seems to be no rationale for the wide ranges in point categories and investment recovery is apparently capped at \$500,000. This does not need to be complicated: Tenant investments in PDA assets must be recovered in full over the lease term.

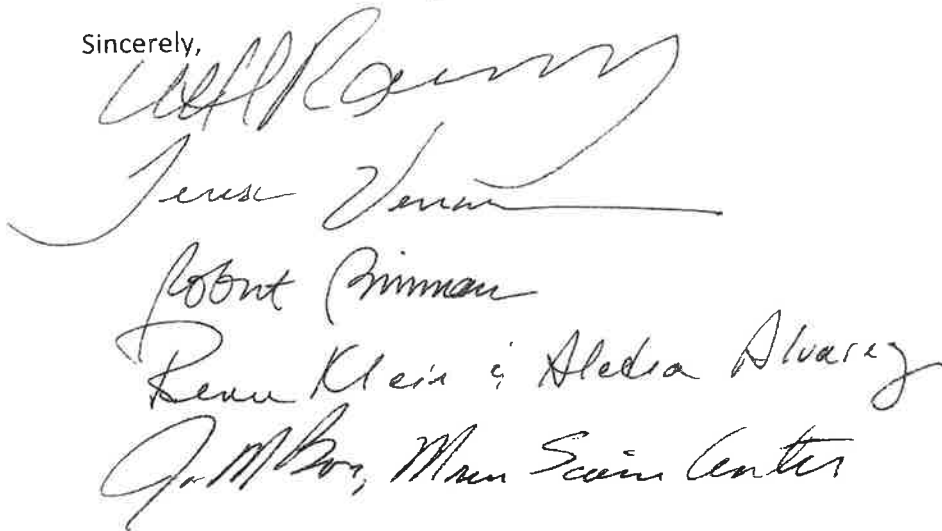
4. **The Earnback Template Form.** We welcome spreadsheets which reflect and implement coherent concepts. This spreadsheet does not. We cannot agree to an incomprehensible proposal.

As we have stated in the past, negotiating rates at Fort Worden requires that we consider their impacts in total—rental rates, leases, food and beverage costs, lodging fees, utilities, etc. We, and the public, were assured (repeatedly) that, “overnight accommodations will sustain the business model [for the PDA.]” The current preliminary concepts engineered by the staff for long-term lease planning appears to represent a radical departure from this position.

We have referred to ourselves in this letter as tenants rather than PDA Partners because the lease discussions to date and the preliminary proposed concepts the PDA is sharing are not reflective of the healthy partnership we all desire and sincerely hope to reestablish. We look forward to receiving a revised long-term lease concept and to working with the PDA immediately on finalizing long-term leases so necessary and beneficial to us, the PDA and our community.

We are prepared to coordinate a reasonable basis for an appraisal and begin earnest negotiations for long-term lease arrangements for all campus-based programming Partners immediately after Labor Day.

Sincerely,



Robert Primm  
Rene Klein & Aledra Alvarez  
G.M. Box, Main Science Center

## MEMORANDUM

DATE: August 19, 2019

TO: Fort Worden Programming Partners:  
Mike Rainey, Port Townsend Woodworking School  
Teresa Verraes, Port Townsend School of Arts  
Robert Birman, Centrum  
Renee Klein and Aletia Alvarez, Madrona MindBody Institute  
Janine Boire, Port Townsend Marine Science Center

FROM: Dave Robison, Fort Worden PDA  
Rufina Garay, Fort Worden PDA

RE: Long-Term Lease Planning

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We acknowledge receipt of your August 12, 2019 memo to the PDA Board of Directors and Senior Staff regarding Long-term Lease Planning. When you handed us your memo on Thursday the 15<sup>th</sup> in Reville, we did not discuss the list of issues or details regarding your concerns on the lease approach and process. We wish we would have.

If you drew your conclusions from a summary set of materials posted to our website/public records link (discussed at our July 16 Executive Committee meeting and/or July 24 board packet materials), these materials are a work-in-process and were reviewed in draft form to gather Board member feedback. The materials provided to the Board were for preliminary discussion of our approach to long-term lease negotiations and back-up information that we have developed. We walked through the materials to ensure that Board members understood what the potential implications of the information were.

We also shared the recent appraisals with the partners currently seeking a long-term lease in person, and in some cases, prior to sharing with our full Board. As Rufina shared in the past, the recent appraisal rates came in much higher than we anticipated. Senior staff has begun to explore options on how to address the higher lease rates recommended in the appraisals. We would like to discuss the variety of approaches that staff and board members discussed at recent publicly-held meetings in person with you:

- Changes to the original earnback template to provide greater incentives and greater reductions to lease rates
- Identifying additional credits for “outward bound” contributions to the community (i.e., public benefit)

- Longer staircase of rate adjustments over a longer term (the original plan was a three-year stair step and the most recent proposal is a seven-year to lessen the financial impact)
- Longer capital investment tiers that tie to different lease terms, including options to extend the terms and rent credits to amortize the capital investment by a partner organization
- The ability of partners to solicit a peer review of the appraisals or to engage an independent appraiser to identify market rates for potential leased spaces

At the Board meeting, a discussion of the need to “strike the right balance” took place. As you are aware, we must manage the financial sustainability of the PDA, avoid concerns about public gifting, and lessen the impacts of a real estate market and economy that may be outpacing the growth of our partners. None of this discussion was captured in your memo.

As you know, the Partners did not have a meeting in July due to partners’ summer programming, and after discussion with Teresa, the draft lease approach was determined not to have relevance currently for all of the partners. A draft of the lease process will be provided to partners at the partners meeting for comment this week. The intention has always been to develop a lease approach and process that are transparent, equitable, and understandable. We believe that an in-person discussion can eliminate the current confusion or lack of full information.

As mentioned, McKee Appraisal is the same firm that was commissioned by State Parks for the appraisals of partner-leased buildings in 2010 and 2011. And, as we have stated, there may be the need to proceed with a counter appraisal from a different firm. We are open to the partners engaging one. We understand your concern with the appraisals, particularly in the context of compressed financial concerns regarding increasing rates (whether due to rising minimum wages or other matters) in all aspects of your relationship with the PDA. As a PDA, it is an important part of property management responsibilities to understand the value of the State Parks assets that we are preserving.

We have a common purpose, to promote a thriving lifelong learning center where all of our organizations are successful and work together more fluidly. We are committed to improving our communication with each of you, engaging respectfully, and inviting each of you to the table for deeper discussions of your concerns. In addition, we would like to avoid the distraction that misinformation or lack of information creates from our common purpose.

We will extend an invitation via doodle poll (with dates after Labor Day) to meet with you as a group. We hope to exchange comments directly regarding all issues, including any common issues, outlines, or questions about documents referenced in the memo that are very much in draft discussion form.

We look forward to taking the next steps in addressing this issue with you on this important matter. Let’s find a time to meet to get on the same page with concerns and issues to be addressed.

## MEMORANDUM

DATE: AUGUST 26, 2019

TO: Dave Robison, Fort Worden PDA  
Rufina Garay, Fort Worden PDA

FROM: Fort Worden Programing Partners

RE: Long-Term Lease Negotiation

---

Thank you for the updates at the Partners' meeting on August 20. For the sake of clarity and expediency, allow us to respond simply as follows:

1. The Programming Partners at Fort Worden have agreed that Rob and Teresa will coordinate all discussions related to Partner leases on behalf of the Partners. This will allow us to move efficiently, immediately after Labor Day, to schedule formal negotiations with your team to arrive at suitable lease terms that work in everyone's collective interests.
2. The Partners' Negotiation Committee will be Malcolm Harris, Scott Wilson, Jock Patton, Rene Klein/Aletia Alvarez, Robert Birman/Teresa Verraes.
3. Guiding principles are a required first step. Meetings with individual Partners will be deferred until an appropriate level of structure is in place to inform such discussions.
4. Out of respect for your time, and ours, our meetings must be productive. Accordingly, we will expect the proposed meetings to be focused and have the clear objective of generating a specific foundation from which negotiations can proceed. There are three components to such a foundation all of which, the Partners feel, require an advance reply with specificity from the PDA:
  - a. Long Term Leases. It is apparent to Partners who are expected to make capital investments that leases of less than 15-years will not work. We need affirmation that this minimal term is on the table as a starting point, and that these leases will be evergreen. A non-evergreen lease, by definition, will be less than 15-years after Day One.
  - b. The "Process for Consideration" draft is not helpful—it is impractical without context. We understand its motivation. We can review the reasons for this at our meeting – they are too numerous to elucidate here. The Partners most strongly recommend this not be acted upon prior to negotiations.
  - c. A skilled approach to this matter will start with principles, then structure, and end with details. The process should start with Partners and PDA confirming in principle, all subject to an acceptable application, that Partner organizations are "aligned with the PDA's strategy and mission," and that the lease term desired by the Partners is achievable. Together, we need to assess:
    - i. How will earn backs and rent escalations work?

- ii. What is fair market rent? If no comparables exist, how do we plan to arrive at this figure?
- iii. Are capital investments to be recaptured in full by the tenants over their lease term?
- iv. What is the recapture formula?

Proposed deliverables with a lease application cannot be prepared without these and similar matters settled. Getting fixated on a cumbersome process structure is a faulty first-step. We are not adversaries—we are mutual stakeholders. Let's commit to clear, fair and comprehensive terms to support one another.

5. Appraisal/Rent. The Partners have never objected to the principle of paying fair rent after an appropriate ramp-up process and including credits for capital investments. For the reasons stated in the August 12, 2019 Memorandum, the appraisal presented is flawed. Your Memorandum states: "...the recent appraisal rates came in much higher than we anticipated." We agree. However, your proposed solution is to "explore options" rather than to obtain an accurate determination of fair rental rates. All the various credits and earn backs to be negotiated are necessary and appropriate but they should not be distorted into a convoluted mechanism for patching flawed fair rental value determinations. Using the same appraiser that did an analysis almost 10 years ago may make the result easier to explain to Parks but that does not make it accurate. This needs to be done right. How do you propose to do that?

Your reply to our memorandum also states: "At the Board meeting, a discussion of the need to "strike the right balance" took place. As you are aware, we must manage the financial sustainability of the PDA, avoid concerns about public gifting, and lessen the impacts of a real estate market and economy that may be outpacing the growth of our partners. None of this discussion was captured in your memo."

Actually, this was captured in our memo: the "public gifting" issue is resolved with an accurate determination of fair rental rates. The financial situation of the "partners" is resolved with long term leases which enable us to raise capital and make long term plans. We did not cover the "financial sustainability of the PDA" because we assumed that with properly structured and priced leases the PDA will manage its financial affairs properly just as we are expected to manage ours.

Teresa and Rob will coordinate communications with you on long-term leases.

We look forward to hearing your responses to these matters prior to the upcoming negotiation meetings.

## Rufina Garay

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**From:** Rufina Garay  
**Sent:** Thursday, September 5, 2019 5:08 PM  
**To:** 'Teresa Verraes'; 'rob.birman@gmail.com'  
**Cc:** Dave Robison; John Watts; Joan Rutkowski  
**Subject:** RE: FWPP Response to Memo from 8 19 19

Dear Teresa and Rob,

In response to your memorandum dated August 26, 2019, we are in agreement with you that guiding principles would be useful as a first step. To ensure that we have common understanding of the principles that guide our approach to leasing, Gerry Johnson, the attorney who led the negotiations of the Master Lease Agreement on behalf of the PDA and served on the Governor's task force to establish the lifelong learning center at Fort Worden, has agreed to come here to discuss specific considerations that should be addressed in leases on public properties. Gerry represents many cultural organizations and public development authorities in Washington state.

Gerry will be traveling from Seattle and is available as early as the afternoon of September 25. Would you please confirm availability of the Partners' Negotiation Committee to meet that afternoon? We will also be inviting the mayor and Michelle Sandoval.

Regarding the advanced reply request, I'll be coordinating some collective comments and should have full input by tomorrow.

Best regards,

Rufina C. Garay  
Chief Strategy Officer  
Fort Worden  
200 Battery Way, Park Office  
Port Townsend, WA 98368  
360.344.4400 ext.119  
rcgaray@fortworden.org  
[www.fortworden.org](http://www.fortworden.org)



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## Friends of Fort Worden State Park

Enhance your nature and make a difference  
by becoming a member or volunteering

Join or Donate Today!

**From:** Rufina Garay

**Sent:** Wednesday, August 28, 2019 4:04 PM

**To:** 'Teresa Verraes' <fwprogrammingpartners@gmail.com>; Dave Robison <drobison@fortworden.org>

**Cc:** rbirman@centrum.org; Joan Rutkowski <jrutkowski@fortworden.org>

**Subject:** RE: FWPP Response to Memo from 8 19 19

Dear Teresa,

We're in receipt of the reply memorandum and will get back to you soon. Thank you.

Best regards,

Rufina C. Garay  
Chief Strategy Officer  
Fort Worden  
200 Battery Way, Park Office  
Port Townsend, WA 98368  
360.344.4400 ext.119  
[rcgaray@fortworden.org](mailto:rcgaray@fortworden.org)  
[www.fortworden.org](http://www.fortworden.org)



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## Rufina Garay

---

**From:** Rufina Garay  
**Sent:** Tuesday, September 10, 2019 11:22 AM  
**To:** Teresa Verraes; 'Robert Birman'  
**Cc:** Dave Robison; Norm Tonina; John Watts; Joan Rutkowski  
**Subject:** Leasing Meeting and August 26 Memorandum Item

Dear Teresa and Rob,

As you know, we have scheduled a meeting for September 25<sup>th</sup> (1-3p.m.) with Gerry Johnson to discuss principles that guide our approach to leasing. We will be extending the invitation to all partners to ensure that those who would like to learn about the guiding principles may attend on behalf of their organizations. At least one partner has mentioned continuing further conversations with us separate from representation by the Fort Worden Programming Partners.

We hope Gerry's presentation will help clarify our leasing principles and set a framework for working together to develop longer term leases that are mutually agreeable.

With respect to your August 26 memo, you raised two issues regarding appraisals and rent. (See item 5 of the memo).

With respect to appraisals, it might be of value to the partners to solicit a separate MAI (Member of the Appraisal Institute) certified appraisal. Comparable properties are difficult to find for a unique property like Fort Worden, particularly when many state park campuses operate using a concessionaire model rather than a leasing model. To the extent that Fort Worden Partners disagree with the market rate conclusions in the certified appraisals we received, we would encourage the partners to obtain their own. If you are seeking a contact for an appraisal, the Port of Port Townsend recently had an appraisal done by Matthew Kidder. We have not worked with this firm.

Please feel free to submit a separate appraisal for review. To the extent that there might be any significant discrepancies in market rate conclusions, a peer review of both appraisals could be done to determine the fair market rate. The PDA cannot pay for a second appraisal of the same buildings and spaces in roughly the same time period when the market has not changed significantly.

Please feel free to contact me with any questions or comments.

Best regards,

Rufina C. Garay  
Chief Strategy Officer  
Fort Worden  
200 Battery Way, Park Office  
Port Townsend, WA 98368  
360.344.4400 ext.119  
rcgaray@fortworden.org  
[www.fortworden.org](http://www.fortworden.org)



Fort Worden

# Team Member Newsletter

August 2019

Our Mission: To deliver exceptional guest experiences and promote lifelong learning opportunities.



As we come into August, we are preparing for the largest event of the summer- **THING!**

The Fort will be hosting the Seattle Theatre Group and their concert series-THING! SO much more than a weekend of concerts, you will find podcasts, food trucks, visual arts, a night market and so much more! It will be an amazing weekend with lots of hard work and memories made! WE ARE HIRING for THING! If you know anyone interested in working or volunteering, please send them to HR!



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Another big event coming our way is the End of Season Employee Party! This will be held on Tuesday September 10 from 3-7. The Employee Experience Committee has worked hard to put together a fun afternoon of survivor style competitions, yearbook style “best of” nominations, food and drinks! What we need from you is this: gather a team of your favorite fellow coworkers, pick a fun and cool team name then let the competition begin! Teams will face off against each other in a series of fun, but tasking obstacles. The team with the fastest time wins bragging rights and a huge trophy! The winners of the high school style nominations will also win cool prizes to local business. So, let the games begin! Sign up now! Team sign-up sheets can be found near your timeclocks!

## Did You Know?

### Employee Referral Program

Did you know that when you refer a friend and they stay with us for 90 days, you get FWPDA swag? See HR for details.

### Core Value of the Month • Teamwork

With busy season upon us, there is no better time than now to practice Teamwork! Offer to lend a helping hand! Go the extra mile! It doesn't go unnoticed!

### Employee Benefit of the Month • DCP

Deferred Compensation with the State of Washington is available to all team members!

Below is a link to a very informative video with everything you need to know about this amazing program! And of course, HR is here to help you through the process. <https://vimeo.com/287539893>

### Paid Time Off and how to request!

In order to request paid time off, you must email [PTO@fortworden.org](mailto:PTO@fortworden.org) AND your manager. In your email include what kind of PTO you are requesting: vacation, sick or personal day. Once approved, HR will add your PTO to your TSheets account.

## Leadership Spotlight: Joan Rutkowski, Executive Coordinator



After a long search for just the right person, Joan finally joined the Fort Worden family in April of this year. Joan moved to the area and sought out a position that would utilize her degrees in teaching and journalism. Joan also has over 10 years of administrative and communications experience with non-profit organizations. Joan has hit the ground running and works tirelessly to ensure that Executive Team and Board Members are kept up to date and moving forward. You can usually find her in her office in bldg. 200 with a smile on her face and a willingness to jump in and do whatever it takes to make things work! Joan is already such an important part of the team. Please feel free to stop and say Hi if you see her out and about on campus.

**Welcome to the Fort Worden Team!**

## Employee of the Month: Rachel Mills



Rachel started with the Fort in 2016! Since then she has gone above and beyond to help her team and guests succeed and feel supported! Rachel was specifically nominated for her support of the Sales department while 1/3 of the team was out on extended leave. She handled her work load as well as that of two other managers, all inquiries and a portion of the even planning. She continues to be dedicated to continual improvements, better guest experiences and has accepted to be the point person for several department initiative such as Maestro and Group Revenue Management. Rachel is passionate about the outdoors, camping and her four-legged pal, Oakley. Please be sure to give her a big THANKS when you see her on campus.

*Each month an employee is recognized for their commitment to Fort Worden's mission, core values, and their outstanding performance. Nominations are collected from each department. Submit to suggestion boxes. At the end of the quarter, each of the three EOMs are treated to lunch with Executive Management. Employee of the Month also receives a paid personal day!*

**Makers Square construction has started! Please do not use the walkway between the buildings or go into the fenced area! This is for your own safety!**

### Good neighbor Policy

Fort Worden team members, vendors, residential partners, and tenants should not drive up and over Cherry St. which will be designated as "local neighborhood access street."

**Thank you! From the HR Team in Building 298!**

**Holly Height** Human Resources Manager  
[hheight@fortworden.org](mailto:hheight@fortworden.org) or ext. 122

**Angela Loresch** Human Resources Assistant  
[aloresch@fortworden.org](mailto:aloresch@fortworden.org) or ext. 110

To reach us both:  
[HR@fortworden.org](mailto:HR@fortworden.org)

**To request PAID TIME OFF**  
[PTO@fortworden.org](mailto:PTO@fortworden.org)

**centrum** [centrum.org](http://centrum.org)  
7 FESTIVALS | 90 EVENTS | 350 ARTISTS | 1 EXTRAORDINARY PLACE



Fort Worden

# Team Member Newsletter

September 2019

Our Mission: To deliver exceptional guest experiences and promote lifelong learning opportunities.



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Don't forget it is time for the End of Season Employee Party! This will be held on Tuesday September 17th from 3-7. The Employee Experience Committee has worked hard to put together a fun afternoon of survivor style competitions, yearbook style "best of" nominations, food and drinks! What we need from you is this: gather a team of your favorite fellow coworkers, pick a fun and cool team name then let the competition begin! Teams will face off against each other in a series of fun, but tasking obstacles. The team with the fastest time wins bragging rights and a huge trophy! The winners of the high school style nominations will also win cool prizes. So, let the games begin! Sign up now! Team sign-up sheets can be found near your timeclocks!

## Since the beginning...

**We want to give a big shout out to the employees who have been here since year 1!**

Tim Caldwell- 4/29/2014 Front Desk Agent and Tour Guide

Dave Robison- 5/1/2014 Executive Director

Charlie Duncan-9/1/2014 Cook

Nerie Haas-9/1/2014 Prep Cook

Hyun Soon Lee-Kania- 9/1/2014 Sous Chef

## NEED EXTRA HOURS? Housekeeping NEEDS you!

Housekeeping and Laundry are looking for employees who want extra hours. This may include approved overtime.

You will need to obtain approval from your Director or Manager! Please see Mel Carter for more information!

### Core Value of the Month • Learning

Learning comes in many forms not just books and the news, but interactions with other people and opportunities. Learning is about acquiring skills that will follow you through life to help you move forward into new roles and responsibilities.

### Employee Benefit of the Month • Gym Membership at Port Townsend Athletic Club

**Until September 15<sup>th</sup>**, join without paying the \$40 processing fee and get the Fort Worden rate of \$48 a month.

Payments are made via payroll deduction. Sign up at Port Townsend Athletic Club today!!

## Leadership Spotlight: Jess Morris, Maintenance Manager

Jess Morris came to the Fort nearly 4 years ago. He started out as a Maintenance Technician in the Facilities Department. He was quickly moved into a lead position, and eventually promoted to Maintenance Manager in the Guest Services Department. Jess is known all around the Fort as jack of all trades. You can always find him going the extra mile and helping anyone that asks him! Included in his long list of job requirements, he is also in charge of the monthly safety meeting every Tuesday of the month in the Seminar room. Be sure to make time to attend!

***Thank you Jess, for all the you do for the Fort and fellow team mates!***



## Employee of the Month: Dylan Quarles

Dylan was born in Portland OR but moved to Washington state as a young boy. Growing up in a small town on the Olympic Peninsula, he spent most of his youth involved in various creative projects.

With a passion for films, music and writing, Dylan even had the honor of being featured in the Port Townsend Film Festival for his short film "La Niut Des Vampires". After high school, he attended The Evergreen State College in Olympia where he directed two more films, "Resurrected", and "House on The Borderland".

Graduating a year early with a BA in film, he moved to South Korea and taught English in an after-school academy. Deeply impacted by the experience, he returned to the States a much different person than when he left. Shortly thereafter, work began on The Ruins of Mars Trilogy and the next chapter of Dylan's life opened wide. Dylan came to the Fort in April of 2018 and began working for the Guest Services Department. In recent months he has been a key fixture as he has taken on the task of creating a new key issuance system, accurately being dubbed: The Key Master. This is no small task seeing that the Fort has hundreds of locks and thousands of keys to manager. Dylan has a bright future ahead of him at the Fort. We are lucky to have him!

**Thank you, Dylan, for all you do for the Fort!**



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**To request PAID TIME OFF**  
[PTO@fortworden.org](mailto:PTO@fortworden.org)

**Holly Height** Human Resources Manager  
[hheight@fortworden.org](mailto:hheight@fortworden.org) or ext. 122

**Angela Loresch** Human Resources Assistant  
[aloresch@fortworden.org](mailto:aloresch@fortworden.org) or ext. 110

To reach us both:  
[HR@fortworden.org](mailto:HR@fortworden.org)



**DRAFT Minutes**  
**Board of Directors Meeting**  
**Fort Worden Public Development Authority (FWPDA)**  
**Wednesday, July 24, 2019 | 9:00 a.m. – 12:00 p.m.**  
**JFK Building, Fort Worden**

- ❖ **Action:** Motion to approve June 26, 2019 Board Meeting Minutes. **Unanimously Approved**
- ❖ **Action:** Motion to authorize the Board Chair to approve Memorandum of Understanding with the Port Townsend School District in substantially the form presented. **Unanimously Approved**
- ❖ **Action:** Motion to authorize the Board Chair to execute the Memorandum of Agreement with KPTZ in substantially the form presented. Motion includes the delegation of final approval of the MOA and KPTZ lease term sheet to the PDA Executive Committee. **Unanimously Approved**
- ❖ **Action:** Motion to delegate authority to the PDA Executive Committee to review and approve updated amendments to the 2017-2019 grant agreements with Washington State’s Heritage Capital Program and the Building for the Arts. **Unanimously Approved**

**Regular Board Meeting:**

**I. Call to Order:** 9:00 a.m.

**II. Roll Call & Staff Introductions**

Fort Worden PDA Board Members: Norm Tonina, Gee Heckscher, Jane Kilburn, Jeff Jackson, Herb Cook, Cindy Finnie, Todd Hutton, Lela Hilton

Staff: Dave Robison, Diane Moody, Rufina Garay, Joan Rutkowski

Public: Linda Henriksen, Sally Warren, Owen Rowe, David Opp-Beckman, Mel Carter, Daniele Costello, David Goldman, Janine Boire, Carolyn Zipeto, Cody Griffith

Staff Introduction:

Daniele Costello, Director of Guest Services, introduced Mel Carter. Carter is the Supervisor of Housekeeping, and she has been working at the Fort for almost two years. Costello commended Carter for her efficiency and tenacity, as well as her patient and thorough guidance of new staff. Board Chair Norm Tonina also noted that Ben Helber and his Event Porter team were recently recognized by the PDA. Helber was selected as employee of the month for June, and he extended the honor to the porter team because of their hard work supporting events and the Food & Beverage Department.

**III. Partner Presentation: Port Townsend Marine Science Center (PTMSC)**

Janine Boire, Executive Director of the Port Townsend Marine Science Center (PTMSC), presented a PowerPoint about the center (see presentation at [fortworden.org/about/public-records](http://fortworden.org/about/public-records)). Boire said 2018 was a remarkable year for the PTMSC, with 21,595 visitors to the center’s exhibits. In 2018, PTMSC provided nearly \$67,000 in free programs and scholarships, and nearly 400 volunteers helped support the exhibits and

programs. She said the center owes its successes to their eight full-time staff members, volunteers, interns, and program partnerships. Program highlights include the Conservation Lab, which is a partnership with the Puget Sound Restoration Fund, and the Octopus Learning Project, which involves filming PTMSC's resident octopus to document octopus learning for German Public Television.

Boire said the diversity of the PDA's campus partners is an asset for the community, and she noted that PTMSC is currently partnering with Port Townsend School of Arts to offer an art and science summer camp. Through residential programming since 2014, the MSC has generated nearly \$60,000 in room rentals and nearly \$80,000 in food and beverage income for the PDA. Boire noted difficulty in keeping program costs affordable while also meeting PDA requirements for food service as a part of residential programming, and the need to know residential prices in advance in order to apply for grants. Boire said the PTMSC looks forward to moving and expanding the aquarium upland from the pier to the north of the orca museum. The move has been a goal for PTMSC leadership, Boire said, and it's now possible because of a State Parks proposal to remove the deteriorating pier as part of a shoreline improvement project. Boire said PTMSC supports the preliminary preferred alternative because removing the pier improves littoral drift, removes creosote from the water, and leads to better eelgrass conditions. The timeline for the new facility will be shaped by how long it takes to raise money for the project, Boire said.

PDA Executive Director Dave Robison commended Boire for the PTMSC's work as ambassadors to save the Salish Sea and stated the PDA may need to amend the lease to move the pier back to WSP control and operation.

#### **IV. Changes to the Agenda**

The report on capital construction projects and major repairs was moved up to follow the review of financial reports.

#### **V. Public Comment**

Linda Henriksen described her opposition to the State Parks proposal to develop an elevated boat launch at Fort Worden. At the PDA's June 18 Executive Committee meeting, Henriksen shared a copy of a petition with approximately 375 signatures asking the State to reconsider locating the elevated boat launch at Fort Worden or to withhold funding for that aspect of the shoreline improvement project. She shared with the full PDA board an additional 120 signatures and said she is still collecting more names. Petitioners are concerned that the boat launch and the trucks and trailers it would bring would adversely affect the beach environment and the pedestrians, bicyclists, and non-motorized watercraft users who use the area. Henriksen said she presented her petition to the State Parks Commission at its July 18 meeting. Robison informed the group that he has asked the State for its final preferred alternative design and learned that it is still in progress.

#### **VI. Consent Agenda**

Review and approval of regular Board meeting minutes, June 26, 2019

**Action:** Motion to approve the June 26, 2019 Board Meeting Minutes. **Unanimously approved**

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

##### **A. Staff Report**

Chief Finance Officer Diane Moody shared highlights from the financial report (see board packet on website), which includes an update on the Capital Improvement Project budget. She noted that the storm window project for Building 305 is complete, and window improvements will continue elsewhere on campus through the Energy Efficiency Project fund. Regarding the operations report, Moody said that actuals to budget is incrementally moving up to 100 percent. Total revenue in June



was 96 percent to a budget of \$671,302. She said accommodations revenue is 9 percent lower than it was last year at this time, partly due to sewer project disruptions. Regarding the Balance Sheet for June, Moody said she is watching cash flow closely given expenses that won't be covered until grant reimbursements are received. She said her other focus is improving net equity.

**B. Board Discussion**

Board members asked why more guests used the dorms in June 2018 than in June 2019. Moody said she is working with staff to understand the change. It also was noted that group sales in June were at 60% of budget; board treasurer Jeff Jackson encouraged staff who can directly speak to notable trends to attend board meetings. Moody said she anticipates a staff report on revenue generating efforts at the August Executive Committee meeting. She noted that the net result at month-end is 127% to budget. Herb Cook requested that the board also have the Foundation balance sheet, and Jackson asked for a proforma.

**VIII. Capital Construction Projects and Major Repairs**

**A. Staff Report**

Director of Capital Projects David Opp-Beckman provided an update on construction projects. He referred the Board to a preliminary capital project schedule from State Parks for additional sewer work, water line improvements, roof replacements, and exterior improvements for 2020-2021. Robison and Beckman met with State project managers on July 18 to help coordinate schedules for this anticipated work to minimize disruptions to PDA operations. Robison noted that this higher level of coordination is a major paradigm shift for State Parks and will help minimize the disruptions that the PDA experienced this year. Sewer and water line work in 2020 will be done in two phases to avoid the busy summer season, he said. While phase two sewer work is happening on NCO row, interior renovations could result in the temporary closure of NCO row accommodations, Robison said. He added that this would impact PDA revenue while housing is off-line but will be a good opportunity to upgrade the interiors of the NCO row buildings.

The Glamping project is proceeding on schedule, Opp-Beckman reported, and the PDA will soon put out a bid for the Community Hall (288). The hall will provide a gathering area as well as restrooms and showers for the four glamping sites that won't have their own. Makers Square work has expanded to buildings 305, 308, and 324, and Opp-Beckman is sending weekly construction schedule updates to partners on potential construction impacts.

**IX. Memorandum of Understanding with the Port Townsend School District (PTSD) to support learning opportunities for K-12 students at Fort Worden**

**A. Staff Report**

Chief Strategy Officer Rufina Garay referred the board to a proposed Memorandum of Understanding (MOU) with the Port Townsend School District (PTSD) for on-campus educational programming. Garay said the MOU is very similar to the one the board reviewed last year, and current PTSD programming on the PDA campus has gone well for the district and is a good alignment with the PDA's mission. Some provisions have been added to guide the shared use of the space and PTSD's management of students.

**B. Board Discussion**

**Action:** Motion to authorize the Board Chair to approve Memorandum of Understanding with the Port Townsend School District in substantially the form presented. **Unanimously Approved**

**X. Leasing Process**

**A. Staff Report**

Garay presented a PowerPoint about the PDA’s framework for approaching long-term leasing arrangements (see board packet on website). A framework has been in place, and Garay said more clarity was needed. The presentation also identified the need to gradually move to market-rate lease arrangements to help the PDA remain financially sustainable and address approximately \$100 million in unfunded capital needs for the campus. Garay said that as existing leases are winding down, the PDA needs to be mindful about how it establishes new leases that escalate to market rates while also avoiding potential gift of public funds issues. The proposed approach includes capital investment tiers that would tie to different lease terms, renewal options, and discounts. Rates could stairstep to full market rate over a seven-year period. Garay reiterated that the approach is still a draft.

**B. Board Discussion**

Board members talked about how to ensure fair rates. Tonina noted that the appraisals came in higher than expected, which led the PDA to propose to lengthen the amount of time to seven years for bringing renewing partner-tenants to full market rates for long-term leases. The earn back template includes deductions for partner programming that leads to revenue for the PDA in areas such as accommodations, food & beverage, and conference services. Garay said the PDA also is working on a calculation to reflect contributions per square foot to benefit smaller partners who contribute a high percentage relative to their space use. Board Treasurer Jeff Jackson said starting with fair market value and providing deductions based on earn back incentives seems to provide the least arbitrary and most fair approach that also avoids the gift of public funds. There was discussion on adding credit for “outward bound” contributions to the community (i.e. “public benefit” credit), and Lela Hilton suggested that we encourage partners to develop programming for the underserved.

**XI. Memorandum of Agreement with KPTZ to provide for the terms of construction of KPTZ’s tenant premises in Building 305 of Makers Square.**

**A. Staff Report**

Garay said the Memorandum of Agreement (MOA) under discussion would replace and supersede the 2017 MOA with KPTZ. It sets forth terms that would govern the construction of and payment for improvements to the basement space that KPTZ seeks to lease in building 305 of Makers Square. Garay said the proposed MOA captures that tenant improvements have begun and that the PDA is already working with KPTZ on reimbursements for the construction work. The PDA is working on value engineering to reduce the cost of the KPTZ tenant-funded improvements. She noted that the MOA also calls for KPTZ to establish a savings account that will serve as a reserve or contingency for costs of tenant improvements. Garay said the PDA is still discussing the MOA with KPTZ, and with board approval would proceed and negotiate a lease with KPTZ within 90 days of signing the MOA. Robison said he is very comfortable with the direction set by the MOA, and the PDA’s legal counsel has provided input.

**B. Board Discussion**

Board members talked about the lease term and the need to be more tentative about the completion date for construction. Tonina said that because more information is needed and the PDA doesn’t have a full board meeting in August, board members should consider delegating authority for approval so that the process with KPTZ can move forward in August.

**Action:** Motion to authorize the Board Chair to execute the Memorandum of Agreement with KPTZ in substantially the form presented. Motion includes the delegation of final approval of the MOA and KPTZ lease term sheet to the PDA Executive Committee. **Unanimously Approved**

To keep the full board informed on the developments, all directors will receive the August Executive Committee agenda packet, and full distribution of packets for both meetings also will become standard practice.

## **XII. Updates to grant agreements with Washington State’s Heritage Capital Program and the Building for the Arts.**

### **A. Staff Report**

Robison reported that the PDA needs to update two grant agreements to reflect changes to the scope of work and budgets for Makers Square capital improvements. He said the goal is to marry the construction contract with the grant contract so that there isn’t confusion when invoices are submitted for reimbursement. Robison said PDA staff have met with grant program staff as part of the process. The updated amendments require board approval because the board approved the grant applications.

### **B. Board Discussion**

Board members asked that finalized, redlined updates to the grant agreements be shared with the full board before the August Executive Committee meeting.

**Action:** Motion to delegate authority to the PDA Executive Committee to review and approve updated amendments to the 2017-2019 grant agreements with Washington State’s Heritage Capital Program and the Building for the Arts. **Unanimously Approved**

## **XIII. Staff Report**

### **A. Major Events Review**

Robison provided a recap of the Old School 4<sup>th</sup> of July event. More than 3,000 people attended. The laser light show got mixed reviews, he said, but the PDA is happy that it could provide an alternative to fireworks. Robison said the festivities provided approximately \$30,000 in sales for Food & Beverage outlets across the campus. The board asked for a review of major of events at the September meeting, and STG staff and the Neighborhood Advisory Committee will be invited.

### **B. Fort Worden Accessibility Issues**

Robison reported that a local attorney, Joan Best, has shared concerns about accessibility at Fort Worden. The PDA has worked with Disability Awareness Starts Here (DASH) to improve access and information about accommodations at the Fort, Robison said, and work is ongoing. He noted that the Fort’s buildings are old with limited Americans with Disabilities (ADA) facilities, and State Parks recognizes that ADA accommodations are an issue for all of its properties across the state. Each biennium State Parks seeks funding from the state for ADA improvements, Robison said. He said that this fall or winter the PDA plans to conduct an ADA accessibility plan, consider establishing an ADA compliance officer, and seek funding from the State for ADA improvements.

### **C. Makers Square Operations Plan**

Robison shared that he is working with a few staff members to develop an operations plan for Makers Square. The plan will shape how programs and partners are chosen in order to make Makers Square a vital space. Robison said the working group is testing its ideas with Tonina, Jackson and board member Todd Hutton and may have a draft ready for full board review in September.

#### **D. Marketing and Sales Report**

Moody introduced an updated version of the Sales Report that now shows changes in projected revenues by market segment from the previous month's report. Moody said that some weddings and reunions were cancelled due to campus construction projects, which has affected Q3 revenue projections. She noted that Q4 looks good at this point. Moody said there has been a slight decline in confirmed contracted business alongside increases in tentative business that may help the PDA catch up. Moody also reviewed highlights from the marketing report, including social media captions for events and their reach and engagement. Board Secretary Jane Kilburn suggested that staff produce a similar report for major food events to help understand the impact of associated marketing.

#### **E. Our Next Five Years**

Robison presented a PowerPoint that he has been developing with Kilburn and Fort Worden Foundation Board Member Barry Mitzman to tell the story of the PDA's last five years and look forward to the next five years. He said he plans to share the presentation with the Executive Directors and Board Chairs of the PDA's partners right after the August 20<sup>th</sup> Executive Committee meeting. The presentation will help people understand the PDA's unique identity and that the path forward requires stronger relationships, increased community involvement, and a shared vision for Fort Worden.

#### **F. Public Comment**

David Goldman briefly shared thoughts on any comparison that might be made between market value lease rates for Fort Worden buildings and Port of Port Townsend lease rates. He said the Port's lease rates don't reflect the real stakes the Port is facing.

#### **G. Next Meetings**

- Executive Committee Meeting, August 20, 2019, 9 a.m.
- Board Meeting: September 25, 2019, 9 a.m. (No August Board of Directors Meeting)

#### **H. Adjourn:** 12:19 p.m.

*Board Packets and PowerPoint Presentations are available on our website at: [www.fortworden.org](http://www.fortworden.org) under public documents>agendas & documents>public meetings>PDA Board Meeting 7.24.19*

To: Fort Worden PDA Board of Directors

From: Diane Moody

Date: 9/25/19

RE: FWPDA August 2019 Revenue and Expense and Balance Sheet Reports

For the month of August total revenue is 118% to a budget of \$1.220 million. Compared to last year, revenue for the month is 34% higher. All revenue centers contributed to this difference except for Other Revenues. Year-to-date revenues are slightly ahead of budget at \$4.868 million.

Accommodations exceeds budget by 25% for the month which brings the year-to-date accommodations revenue to 4% over budget. Compared to last year, accommodations revenue is 48% higher for the month.

| <b>Aug</b>     | <b>Actual</b>    | <b>Budget</b>    | <b>%</b>    |
|----------------|------------------|------------------|-------------|
| Group          | \$244,758        | \$169,000        | 145%        |
| Partner        | \$148,725        | \$120,941        | 123%        |
| Leisure        | \$141,019        | \$236,700        | 60%         |
| Non Refundable | \$162,843        | \$30,000         | 543%        |
| <b>Total</b>   | <b>\$697,345</b> | <b>\$556,641</b> | <b>125%</b> |

As you would expect average daily rate (ADR) are higher in 2019.

| <b>Aug</b>                     | <b>Occupancy</b> |             | <b>ADR</b>    |               |
|--------------------------------|------------------|-------------|---------------|---------------|
|                                | <b>2018</b>      | <b>2019</b> | <b>2018</b>   | <b>2019</b>   |
| Officer's Row                  | 71%              | 73%         | \$ 427        | \$ 554        |
| Cottage Collection             | 93%              | 88%         | \$ 319        | \$ 447        |
| Courtside Collection           | 95%              | 90%         | \$ 221        | \$ 286        |
| <b>Total (excluding dorms)</b> | <b>84%</b>       | <b>82%</b>  | <b>\$ 323</b> | <b>\$ 430</b> |

As noted above, the year-to-date (YTD) accommodations revenues continues to improve each month. This month it exceeds budget by just over \$98,000.

| <b>YTD</b>     | <b>Actual</b>       | <b>Budget</b>       | <b>%</b>    |
|----------------|---------------------|---------------------|-------------|
| Group          | \$ 521,587          | \$ 570,993          | 91%         |
| Partner        | \$ 566,353          | \$ 517,734          | 1.09%       |
| Leisure        | \$ 668,115          | \$ 881,295          | 76%         |
| Non Refundable | \$ 572,248          | \$ 260,000          | 896%        |
| <b>Total</b>   | <b>\$ 2,328,302</b> | <b>\$ 2,230,022</b> | <b>104%</b> |

Food sales for the month also exceeds budget by 15%. Compared to 2018, the month is 23% more and YTD is 10% more. Costs of Goods continue to remain within the targeted 35% ratio.

| <b>Aug</b>         | <b>Actual</b>    | <b>Budget</b>    | <b>%</b>    |
|--------------------|------------------|------------------|-------------|
| Reveille           | \$50,448         | \$62,900         | 80%         |
| Guardhouse         | \$77,098         | \$83,900         | 92%         |
| Canteen            | \$37,039         | \$36,200         | 102%        |
| Catering/Mess Hall | \$388,404        | \$296,370        | 131%        |
| <b>Total</b>       | <b>\$552,990</b> | <b>\$479,370</b> | <b>115%</b> |

| <b>YTD</b>         | <b>Actual</b>      | <b>Budget</b>      | <b>%</b>    |
|--------------------|--------------------|--------------------|-------------|
| Reveille           | \$336,194          | \$363,274          | 93%         |
| Guardhouse         | \$490,617          | \$498,201          | 98%         |
| Canteen            | \$115,121          | \$112,395          | 102%        |
| Catering/Mess Hall | \$936,331          | \$905,946          | 103%        |
| <b>Total</b>       | <b>\$1,878,264</b> | <b>\$1,879,816</b> | <b>100%</b> |

In other revenues the main activities during the month that contribute to the \$165,138 revenue are meeting rooms and related services (\$91,022), Historic Preservation fee (\$16,382), and Discover Pass sales (\$25,610).

On the expense side personnel costs for the month are in line to the budget of \$577,452. The remainder of ordinary expenses were over budget by 10% at \$211,665. Primary contributors are food supplies for THING and AV purchases funded by the LTAC grant.

The net result at month-end is 142% to budget at \$445,942 and 98% of budget at -\$258,342 for YTD.

## FORT WORDEN PDA-Hospitality Services Revenue & Expense Budget Performance July 2019

|                                 |                                 | Jul 18            | Jul 19            | Budget              | \$ Over Budget    | % of Budget   |
|---------------------------------|---------------------------------|-------------------|-------------------|---------------------|-------------------|---------------|
| <b>Ordinary Revenue/Expense</b> |                                 |                   |                   |                     |                   |               |
| <b>Revenue</b>                  |                                 |                   |                   |                     |                   |               |
|                                 | 4000 Accomodations              | 364,496.80        | 518,635.69        | 492,516.00          | 26,119.69         | 105.3%        |
|                                 | 4400 Food Sales Revenue         | 216,336.31        | 376,069.89        | 429,292.00          | -53,222.11        | 87.6%         |
|                                 | 4600 Other Revenues             | 94,220.48         | 90,860.08         | 114,660.04          | -23,799.96        | 79.24%        |
|                                 | 4900 PDA Grants/Donations       | 25,000.00         | 8,000.00          | 0.00                | 8,000.00          | 100.0%        |
|                                 | <b>Total Revenue</b>            | <b>700,053.59</b> | <b>993,565.66</b> | <b>1,036,468.04</b> | <b>-42,902.38</b> | <b>95.86%</b> |
| <b>Cost of Goods Sold</b>       |                                 |                   |                   |                     |                   |               |
| <b>Cost of Goods</b>            |                                 |                   |                   |                     |                   |               |
|                                 | 5000 Food Service Cost of Goods | 68,912.66         | 109,239.17        | 131,250.60          | -22,011.43        | 83.23%        |
|                                 | 5008 Merchandise for Resale     | 4,272.53          | 5,533.50          | 5,940.00            | -406.50           | 93.16%        |
|                                 | 5010 Discover Passes            | 20,340.00         | 39,590.00         | 30,570.00           | 9,020.00          | 129.51%       |
|                                 | <b>Total Cost of Goods</b>      | <b>93,525.19</b>  | <b>154,362.67</b> | <b>167,760.60</b>   | <b>-13,397.93</b> | <b>92.01%</b> |
|                                 | <b>Total COGS</b>               | <b>93,525.19</b>  | <b>154,362.67</b> | <b>167,760.60</b>   | <b>-13,397.93</b> | <b>92.01%</b> |
|                                 | <b>Gross Revenue</b>            | <b>606,528.40</b> | <b>839,202.99</b> | <b>868,707.44</b>   | <b>-29,504.45</b> | <b>96.6%</b>  |
| <b>Expense</b>                  |                                 |                   |                   |                     |                   |               |
|                                 | 6010 Personnel Costs            | 302,825.50        | 387,442.51        | 376,151.90          | -11,290.61        | 103.0%        |
|                                 | 6031 Event Gratuities & Tips    | 53.74             | 301.31            | 3,000.00            | 2,698.69          | 10.04%        |
|                                 | 7000 Repairs & Maintenance      | 8,588.22          | 16,960.12         | 27,010.82           | 10,050.70         | 62.79%        |
|                                 | 7100 Utilities                  | 23,721.52         | 38,703.66         | 46,177.55           | 7,473.89          | 83.82%        |
|                                 | 8000 Contracts                  | 40,963.12         | 24,239.60         | 35,664.16           | 11,424.56         | 67.97%        |
|                                 | 8500 Operating Expense          | 97,852.92         | 79,019.09         | 84,616.26           | 5,597.17          | 93.39%        |
|                                 | <b>Total Expense</b>            | <b>474,005.02</b> | <b>546,666.29</b> | <b>572,620.69</b>   | <b>25,954.40</b>  | <b>95.47%</b> |
|                                 | <b>Net Ordinary Revenue</b>     | <b>132,523.38</b> | <b>292,536.70</b> | <b>296,086.75</b>   | <b>-3,550.05</b>  | <b>98.8%</b>  |
| <b>Other Revenue/Expense</b>    |                                 |                   |                   |                     |                   |               |
| <b>Other Expense</b>            |                                 |                   |                   |                     |                   |               |
|                                 | 9500 Capital Purchase/Equipment | 1,529.86          | 0.00              | 0.00                | 0.00              | 0.0%          |
|                                 | 9600 Leasehold Improvements     | 2,444.24          | 387.44            | 0.00                | 387.44            | 100.0%        |
|                                 | <b>Total Other Expense</b>      | <b>3,974.10</b>   | <b>387.44</b>     | <b>0.00</b>         | <b>387.44</b>     | <b>100.0%</b> |
|                                 | <b>Net Other Revenue</b>        | <b>-3,974.10</b>  | <b>-387.44</b>    | <b>0.00</b>         | <b>-387.44</b>    | <b>100.0%</b> |
|                                 | <b>Net Revenue</b>              | <b>128,549.28</b> | <b>292,149.26</b> | <b>296,086.75</b>   | <b>-3,937.49</b>  | <b>98.67%</b> |

**FORT WORDEN PDA  
Hospitality Services  
Revenue & Expense Budget Performance  
August 2019**

|                                 |                                 | Aug 18              | Aug 19              | Budget              | \$ Over Budget     | % of Budget    |
|---------------------------------|---------------------------------|---------------------|---------------------|---------------------|--------------------|----------------|
| <b>Ordinary Revenue/Expense</b> |                                 |                     |                     |                     |                    |                |
| Revenue                         |                                 |                     |                     |                     |                    |                |
|                                 | 4000 Accomodations              | 472,547.83          | 697,345.04          | 556,641.00          | 140,704.04         | 125.28%        |
|                                 | 4400 Food Sales Revenue         | 449,835.50          | 552,990.10          | 479,370.00          | 73,620.10          | 115.36%        |
|                                 | 4600 Other Revenues             | 156,350.67          | 165,138.06          | 184,268.90          | (19,130.84)        | 89.62%         |
|                                 | 4900 PDA Grants/Donations       | 0.00                | 25,000.00           | 0.00                | 25,000.00          | 100.0%         |
|                                 | <b>Total Revenue</b>            | <b>1,078,734.00</b> | <b>1,440,473.20</b> | <b>1,220,279.90</b> | <b>220,193.30</b>  | <b>118.04%</b> |
| Cost of Goods Sold              |                                 |                     |                     |                     |                    |                |
| Cost of Goods                   |                                 |                     |                     |                     |                    |                |
|                                 | 5000 Food Service Cost of Goods | 136,358.25          | 194,644.47          | 159,645.00          | 34,999.47          | 121.92%        |
|                                 | 5008 Merchandise for Resale     | 4,534.10            | 4,964.31            | 5,400.00            | (435.69)           | 91.93%         |
|                                 | 5010 Discover Passes            | 26,840.00           | 25,610.00           | 26,840.00           | (1,230.00)         | 95.42%         |
|                                 | <b>Total Cost of Goods</b>      | <b>167,732.35</b>   | <b>225,218.78</b>   | <b>191,885.00</b>   | <b>33,333.78</b>   | <b>117.37%</b> |
|                                 | <b>Total COGS</b>               | <b>167,732.35</b>   | <b>225,218.78</b>   | <b>191,885.00</b>   | <b>33,333.78</b>   | <b>117.37%</b> |
|                                 | <b>Gross Revenue</b>            | <b>911,001.65</b>   | <b>1,215,254.42</b> | <b>1,028,394.90</b> | <b>186,859.52</b>  | <b>118.17%</b> |
| Expense                         |                                 |                     |                     |                     |                    |                |
|                                 | 6010 Personnel Costs            | 545,735.62          | 581,259.84          | 577,452.45          | (3,807.39)         | 100.66%        |
|                                 | 6031 Event Gratuities & Tips    | 14,655.20           | 0.00                | 6,177.88            | 6,177.88           | 0.0%           |
|                                 | 7000 Repairs & Maintenance      | 19,546.68           | 10,699.74           | 30,775.83           | 20,076.09          | 34.77%         |
|                                 | 7100 Utilities                  | 50,794.00           | 32,423.39           | 48,820.87           | 16,397.48          | 66.41%         |
|                                 | 8000 Contracts                  | 12,951.82           | 34,649.15           | 20,564.16           | (14,084.99)        | 168.49%        |
|                                 | 8500 Operating Expense          | 107,820.19          | 133,893.27          | 85,036.13           | (48,857.14)        | 157.46%        |
|                                 | <b>Total Expense</b>            | <b>751,503.51</b>   | <b>792,925.39</b>   | <b>768,827.32</b>   | <b>(24,098.07)</b> | <b>103.13%</b> |
|                                 | <b>Net Ordinary Revenue</b>     | <b>159,498.14</b>   | <b>422,329.03</b>   | <b>259,567.58</b>   | <b>162,761.45</b>  | <b>162.71%</b> |
| Other Revenue/Expense           |                                 |                     |                     |                     |                    |                |
| Other Expense                   |                                 |                     |                     |                     |                    |                |
|                                 | 9500 Capital Purchase/Equipment | 53.09               | 0.00                | 5,000.00            | 5,000.00           | 0.0%           |
|                                 | 9600 Leasehold Improvements     | 3,527.17            | 0.00                | 0.00                | 0.00               | 0.0%           |
|                                 | <b>Total Other Expense</b>      | <b>3,580.26</b>     | <b>0.00</b>         | <b>5,000.00</b>     | <b>5,000.00</b>    | <b>0.0%</b>    |
|                                 | <b>Net Other Revenue</b>        | <b>-3,580.26</b>    | <b>0.00</b>         | <b>-5,000.00</b>    | <b>(5,000.00)</b>  | <b>0.0%</b>    |
| <b>Net Revenue</b>              |                                 | <b>155,917.88</b>   | <b>422,329.03</b>   | <b>254,567.58</b>   | <b>167,761.45</b>  | <b>165.9%</b>  |



**FORT WORDEN PDA**  
**Hospitality Services**  
**Revenue & Expense Budget Performance**  
**August 2019**

|                                 |                                 | Jan - Aug 18        | Jan - Aug 19        | YTD Budget          | \$ Over Budget       | % of Budget    | Annual Budget       |
|---------------------------------|---------------------------------|---------------------|---------------------|---------------------|----------------------|----------------|---------------------|
| <b>Ordinary Revenue/Expense</b> |                                 |                     |                     |                     |                      |                |                     |
| <b>Revenue</b>                  |                                 |                     |                     |                     |                      |                |                     |
|                                 | 4000 Accomodations              | 2,095,977.90        | 2,328,302.49        | 2,230,022.00        | \$ 98,280.49         | 104.41%        | 3,288,483.00        |
|                                 | 4400 Food Sales Revenue         | 1,702,395.00        | 1,878,264.16        | 1,879,816.20        | \$ (1,552.04)        | 99.92%         | 2,722,544.00        |
|                                 | 4600 Other Revenues             | 620,672.83          | 614,767.09          | 670,714.40          | \$ (55,947.31)       | 91.66%         | 971,900.11          |
|                                 | 4900 PDA Grants/Donations       | 25,084.65           | 47,250.00           | 25,000.00           | \$ 22,250.00         | 189.0%         | 50,000.00           |
|                                 | <b>Total Revenue</b>            | <b>4,444,130.38</b> | <b>4,868,583.74</b> | <b>4,805,552.60</b> | <b>\$ 63,031.14</b>  | <b>101.31%</b> | <b>7,032,927.11</b> |
| <b>Cost of Goods Sold</b>       |                                 |                     |                     |                     |                      |                |                     |
| <b>Cost of Goods</b>            |                                 |                     |                     |                     |                      |                |                     |
|                                 | 5000 Food Service Cost of Goods | 542,892.54          | 627,418.85          | 636,781.50          | \$ (9,362.65)        | 98.53%         | 919,391.99          |
|                                 | 5008 Merchandise for Resale     | 20,430.48           | 18,708.94           | 23,925.13           | \$ (5,216.19)        | 78.2%          | 32,585.13           |
|                                 | 5010 Discover Passes            | 136,620.00          | 142,500.00          | 137,840.00          | \$ 4,660.00          | 103.38%        | 180,310.00          |
|                                 | <b>Total Cost of Goods</b>      | <b>699,943.02</b>   | <b>788,627.79</b>   | <b>798,546.63</b>   | <b>\$ (9,918.84)</b> | <b>98.76%</b>  | <b>1,132,287.12</b> |
|                                 | <b>Total COGS</b>               | <b>699,943.02</b>   | <b>788,627.79</b>   | <b>798,546.63</b>   | <b>\$ (9,918.84)</b> | <b>98.76%</b>  | <b>1,132,287.12</b> |
|                                 | <b>Gross Revenue</b>            | <b>3,744,187.36</b> | <b>4,079,955.95</b> | <b>4,007,005.97</b> | <b>\$ 72,949.98</b>  | <b>101.82%</b> | <b>5,900,639.99</b> |
| <b>Expense</b>                  |                                 |                     |                     |                     |                      |                |                     |
|                                 | 6010 Personnel Costs            | 2,419,256.24        | 3,051,643.55        | 2,955,454.51        | \$ (96,189.04)       | 103.26%        | 3,822,414.37        |
|                                 | 6031 Event Gratuities & Tips    | 47,596.54           | 29,599.80           | 25,760.12           | (3,839.68)           | 114.91%        | 55,762.12           |
|                                 | 7000 Repairs & Maintenance      | 101,350.55          | 126,092.93          | 151,693.44          | 25,600.51            | 83.12%         | 230,813.00          |
|                                 | 7100 Utilities                  | 335,085.50          | 368,569.35          | 344,213.59          | (24,355.76)          | 107.08%        | 529,996.75          |
|                                 | 8000 Contracts                  | 148,203.63          | 170,318.90          | 178,484.33          | 8,165.43             | 95.43%         | 308,740.97          |
|                                 | 8500 Operating Expense          | 591,586.60          | 588,867.29          | 590,844.03          | 1,976.74             | 99.67%         | 844,677.12          |
|                                 | <b>Total Expense</b>            | <b>3,643,079.06</b> | <b>4,335,091.82</b> | <b>4,246,450.02</b> | <b>88,641.80</b>     | <b>102.09%</b> | <b>5,792,404.33</b> |
|                                 | <b>Net Ordinary Revenue</b>     | <b>101,108.30</b>   | <b>-255,135.87</b>  | <b>-239,444.05</b>  | <b>(15,691.82)</b>   | <b>106.55%</b> | <b>108,235.66</b>   |
| <b>Other Revenue/Expense</b>    |                                 |                     |                     |                     |                      |                |                     |
| <b>Other Expense</b>            |                                 |                     |                     |                     |                      |                |                     |
|                                 | 9500 Capital Purchase/Equipment | 48,598.74           | 0.00                | 5,000.00            | (5,000.00)           | 0.0%           | 5,000.00            |
|                                 | 9600 Leasehold Improvements     | 16,094.58           | 3,206.31            | 20,000.00           | (16,793.69)          | 16.03%         | 20,000.00           |
|                                 | <b>Total Other Expense</b>      | <b>64,693.32</b>    | <b>3,206.31</b>     | <b>25,000.00</b>    | <b>(21,793.69)</b>   | <b>12.83%</b>  | <b>25,000.00</b>    |
|                                 | <b>Net Other Revenue</b>        | <b>-64,693.32</b>   | <b>-3,206.31</b>    | <b>-25,000.00</b>   | <b>21,793.69</b>     | <b>12.83%</b>  | <b>-25,000.00</b>   |
| <b>Net Revenue</b>              |                                 | <b>36,414.98</b>    | <b>-258,342.18</b>  | <b>-264,444.05</b>  | <b>6,101.87</b>      | <b>97.69%</b>  | <b>83,235.66</b>    |

**FORT WORDEN PDA  
Balance Sheet  
As of August 31, 2019**

|                                 |  |                                       |  | Aug 31, 19          |
|---------------------------------|--|---------------------------------------|--|---------------------|
| <b>ASSETS</b>                   |  |                                       |  |                     |
| Current Assets                  |  |                                       |  |                     |
| Checking/Savings                |  |                                       |  |                     |
|                                 |  | 1000 Operating Accounts               |  | 106,932.49          |
|                                 |  | 1003 Advance Deposit Account          |  | 165,334.91          |
|                                 |  | 1010 Capital Fund Accounts            |  | 926,360.43          |
|                                 |  | <b>Total Checking/Savings</b>         |  | <b>1,198,627.83</b> |
| Accounts Receivable             |  |                                       |  |                     |
|                                 |  | 1100 Hospitality Services             |  | 660,617.56          |
|                                 |  | 1120 Partner Tenant                   |  | 137,863.68          |
|                                 |  | <b>Total Accounts Receivable</b>      |  | <b>798,481.24</b>   |
| Other Current Assets            |  |                                       |  |                     |
|                                 |  | 1050 Food Service Inventories         |  | 55,720.19           |
|                                 |  | 1060 Merchandise for Resale           |  | 59,952.65           |
|                                 |  | 1065 Discover Passes                  |  | 6,610.50            |
|                                 |  | 1200 Prepaid Expenses                 |  | 56,494.89           |
|                                 |  | Undeposited Funds                     |  | 500.00              |
|                                 |  | <b>Total Other Current Assets</b>     |  | <b>179,278.23</b>   |
|                                 |  | <b>Total Current Assets</b>           |  | <b>2,176,387.30</b> |
| Fixed Assets                    |  |                                       |  |                     |
|                                 |  | 1300 Fixed Assets                     |  | 257,065.72          |
|                                 |  | <b>Total Fixed Assets</b>             |  | <b>257,065.72</b>   |
|                                 |  | <b>TOTAL ASSETS</b>                   |  | <b>2,433,453.02</b> |
| <b>LIABILITIES &amp; EQUITY</b> |  |                                       |  |                     |
| Liabilities                     |  |                                       |  |                     |
| Current Liabilities             |  |                                       |  |                     |
| Accounts Payable                |  |                                       |  |                     |
|                                 |  | 2000 Operating                        |  | 106,120.83          |
|                                 |  | 2003 Capital Fund A/P                 |  | 8,829.00            |
|                                 |  | <b>Total Accounts Payable</b>         |  | <b>114,949.83</b>   |
| Credit Cards                    |  |                                       |  |                     |
|                                 |  | 2010 Credit Cards & House Accts       |  | 146,792.93          |
|                                 |  | <b>Total Credit Cards</b>             |  | <b>146,792.93</b>   |
| Other Current Liabilities       |  |                                       |  |                     |
|                                 |  | 2100 Current Liabilities              |  |                     |
|                                 |  | 2101 Deferred Revenue                 |  | 71,190.62           |
|                                 |  | 2104 Payroll Liabilities              |  | 129,175.66          |
|                                 |  | 2110 Accrued Business/Sales Tax       |  | 140,258.65          |
|                                 |  | <b>Total 2100 Current Liabilities</b> |  | <b>340,624.93</b>   |
|                                 |  | 2120 Due To Hospitality Service       |  | -150,000.00         |
|                                 |  | 2121 Due To CI Fund                   |  | 150,000.00          |
|                                 |  | 2122 Public Works Retainage           |  | 25,362.14           |
|                                 |  | 2200 Advance Deposits                 |  | 555,528.63          |

**FORT WORDEN PDA**  
**Balance Sheet**  
 As of August 31, 2019

|                                       |  |  |                    | <b>Aug 31, 19</b>   |
|---------------------------------------|--|--|--------------------|---------------------|
|                                       |  |  | 2600 Pass Thru-Oth | 3,503.14            |
|                                       |  | <b>Total Other Current Liabilities</b> |                    | <b>925,018.84</b>   |
|                                       |  | <b>Total Current Liabilities</b>       |                    | <b>1,186,761.60</b> |
|                                       |  | <b>Long Term Liabilities</b>           |                    |                     |
|                                       |  |  | 2700 Kitsap Bonds  | 1,650,000.00        |
|                                       |  | <b>Total Long Term Liabilities</b>     |                    | <b>1,650,000.00</b> |
|                                       |  | <b>Total Liabilities</b>               |                    | <b>2,836,761.60</b> |
|                                       |  | <b>Equity</b>                          |                    |                     |
|                                       |  | <b>Opening Balance Equity</b>          |                    | 6,346.95            |
|                                       |  | <b>Unrestricted Net Assets</b>         |                    | 879,344.15          |
|                                       |  | <b>Net Income</b>                      |                    | -1,288,999.68       |
|                                       |  | <b>Total Equity</b>                    |                    | <b>-403,308.58</b>  |
| <b>TOTAL LIABILITIES &amp; EQUITY</b> |  |  |                    | <b>2,433,453.02</b> |

# Account Aging

Fort Worden Housing

As of 8/31/2019

| Name  | Up to 30             | 31 - 60             | 61 - 90     | 91 - 120    | 121+               | Balance              |
|---|----------------------|---------------------|-------------|-------------|--------------------|----------------------|
| Bellevue Water Polo                               | \$ 1,667.70          | \$ -                | \$ -        | \$ -        | \$ -               | 1,667.70             |
| Centrum Bill Evans 2019                           | \$ 4,710.05          | \$ -                | \$ -        | \$ -        | \$ -               | 4,710.05             |
| Centrum Blues 2019                                | \$ 86,935.81         | \$ -                | \$ -        | \$ -        | \$ -               | 86,935.81            |
| Centrum Dance This 2019                           | \$ 32,462.68         | \$ -                | \$ -        | \$ -        | \$ -               | 32,462.68            |
| Centrum Fiddletunes 2019                          | \$ 120,068.69        | \$ -                | \$ -        | \$ -        | \$ -               | 120,068.69           |
| Centrum Jazz 2019                                 | \$ 86,909.33         | \$ -                | \$ -        | \$ -        | \$ -               | 86,909.33            |
| Centrum McCurdy Pavilion Summer 2019              | \$ 5,836.95          | \$ -                | \$ -        | \$ -        | \$ -               | 5,836.95             |
| Centrum Writers                                   | \$ 68,315.59         | \$ -                | \$ -        | \$ -        | \$ -               | 68,315.59            |
| City Of Seattle Retreat 2019                      | \$ 2,999.26          | \$ -                | \$ -        | \$ -        | \$ -               | 2,999.26             |
| Private Wedding 2019                              | \$ 11,040.00         | \$ -                | \$ -        | \$ -        | \$ -               | 11,040.00            |
| Goddard Writers July                              | \$ -                 | \$ 33,994.86        | \$ -        | \$ -        | \$ -               | 33,994.86            |
| Jeff Co Chamber Monthly Chamber Meeting           | \$ 1,423.10          | \$ -                | \$ -        | \$ -        | \$ -               | 1,423.10             |
| Nathan Hale HS Inservice 2019                     | \$ 9,178.28          | \$ -                | \$ -        | \$ -        | \$ -               | 9,178.28             |
| NW Aquatic And Marine Educator Conference         | \$ 22,251.68         | \$ -                | \$ -        | \$ -        | \$ -               | 22,251.68            |
| NW Discovery Lab                                  | \$ -                 | \$ -                | \$ -        | \$ -        | \$ 2,152.75        | 2,152.75             |
| Olympic Music Festival                            | \$ 8,523.63          | \$ -                | \$ -        | \$ -        | \$ -               | 8,523.63             |
| Southside Church Of Christ Mens Advance           | \$ 3,699.51          | \$ -                | \$ -        | \$ -        | \$ -               | 3,699.51             |
| STG THING 2019                                    | \$ 148,831.57        | \$ -                | \$ -        | \$ -        | \$ -               | 148,831.57           |
| Tacom Community College Retreat 2019              | \$ 3,394.40          | \$ -                | \$ -        | \$ -        | \$ -               | 3,394.40             |
| Private Party Reunion 2019                        | \$ 227.72            | \$ -                | \$ -        | \$ -        | \$ -               | 227.72               |
| WA National Guard Youth Council Quarter 2 Meeting | \$ -                 | \$ -                | \$ -        | \$ -        | \$ 5,994.00        | 5,994.00             |
| <b>Groups</b>                                     | <b>\$ 618,475.95</b> | <b>\$ 33,994.86</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 8,146.75</b> | <b>\$ 660,617.56</b> |

**FORT WORDEN PDA**  
**A/R Aging Summary**  
As of August 31, 2019

|                              | <u>Current</u>           | <u>1 - 30</u>          | <u>31 - 60</u>     | <u>61 - 90</u>     | <u>&gt; 90</u>     | <u>TOTAL</u>             |
|------------------------------|--------------------------|------------------------|--------------------|--------------------|--------------------|--------------------------|
| P-Centrum                    | 6,587.79                 | 0.00                   | 0.00               | 0.00               | 0.00               | 6,587.79                 |
| P-Coast Artillery Museum     | 280.35                   | 0.00                   | 0.00               | 0.00               | 0.00               | 280.35                   |
| P-Copper Canyon              | 296.11                   | 0.00                   | 0.00               | 0.00               | 0.00               | 296.11                   |
| P-Friends_of_Fort Worden     | 0.00                     | 7,509.00               | 0.00               | 0.00               | 0.00               | 7,509.00                 |
| P-Goddard College            | 408.60                   | 0.00                   | 0.00               | 0.00               | 0.00               | 408.60                   |
| P-Gray Wolf                  | 333.33                   | 0.00                   | 0.00               | 0.00               | 0.00               | 333.33                   |
| P-Madrona MindBody Institute | 394.70                   | 0.00                   | 0.00               | 0.00               | 0.00               | 394.70                   |
| P-PT Marine Science Center   | 1,041.94                 | 0.00                   | 0.00               | 0.00               | 0.00               | 1,041.94                 |
| P-PT School of the Arts      | 271.37                   | 0.00                   | 0.00               | 0.00               | 0.00               | 271.37                   |
| P-PT School of Woodworking   | 563.66                   | 0.00                   | 0.00               | 0.00               | 0.00               | 563.66                   |
| P-Radio Port Townsend KPTZ   | 116,456.69               | 0.00                   | 0.00               | 0.00               | 0.00               | 116,456.69               |
| P-WA State Parks Lease       | 3,720.14                 | 0.00                   | 0.00               | 0.00               | 0.00               | 3,720.14                 |
| <b>TOTAL</b>                 | <b><u>130,354.68</u></b> | <b><u>7,509.00</u></b> | <b><u>0.00</u></b> | <b><u>0.00</u></b> | <b><u>0.00</u></b> | <b><u>137,863.68</u></b> |

**FORT WORDEN PDA  
Hospitality Services  
September-December Projections  
August 2019**

|                                 |  |  |   | Jan - Aug 19        | YTD Budget          | \$ Over Budget    | % of Budget    | Annual Budget       |
|---------------------------------|--|--|---|---------------------|---------------------|-------------------|----------------|---------------------|
| <b>Ordinary Revenue/Expense</b> |  |  |   |                     |                     |                   |                |                     |
| <b>Revenue</b>                  |  |  |   |                     |                     |                   |                |                     |
|                                 |  |  | <b>4000 Accomodations</b>               | 2,328,302.49        | 2,230,022.00        | 98,280.49         | 104.41%        | 3,288,483.00        |
|                                 |  |  | <b>4400 Food Sales Revenue</b>          | 1,878,264.16        | 1,879,816.20        | -1,552.04         | 99.92%         | 2,722,544.00        |
|                                 |  |  | <b>4600 Other Revenues</b>              | 614,767.09          | 670,714.40          | -55,947.31        | 91.66%         | 971,900.11          |
|                                 |  |  | <b>4900 PDA Grants/Donations</b>        | 47,250.00           | 25,000.00           | 22,250.00         | 189.0%         | 50,000.00           |
|                                 |  |  | <b>Total Revenue</b>                    | <b>4,868,583.74</b> | <b>4,805,552.60</b> | <b>63,031.14</b>  | <b>101.31%</b> | <b>7,032,927.11</b> |
| <b>Cost of Goods Sold</b>       |  |  |   |                     |                     |                   |                |                     |
| <b>Cost of Goods</b>            |  |  |   |                     |                     |                   |                |                     |
|                                 |  |  | <b>5000 Food Service Cost of Goods</b>  | 627,418.85          | 636,781.50          | -9,362.65         | 98.53%         | 919,391.99          |
|                                 |  |  | <b>5008 Merchandise for Resale</b>      | 18,708.94           | 23,925.13           | -5,216.19         | 78.2%          | 32,585.13           |
|                                 |  |  | <b>5010 Discover Passes</b>             | 142,500.00          | 137,840.00          | 4,660.00          | 103.38%        | 180,310.00          |
|                                 |  |  | <b>Total Cost of Goods</b>              | <b>788,627.79</b>   | <b>798,546.63</b>   | <b>-9,918.84</b>  | <b>98.76%</b>  | <b>1,132,287.12</b> |
|                                 |  |  | <b>Total COGS</b>                       | <b>788,627.79</b>   | <b>798,546.63</b>   | <b>-9,918.84</b>  | <b>98.76%</b>  | <b>1,132,287.12</b> |
|                                 |  |  | <b>Gross Revenue</b>                    | <b>4,079,955.95</b> | <b>4,007,005.97</b> | <b>72,949.98</b>  | <b>101.82%</b> | <b>5,900,639.99</b> |
| <b>Expense</b>                  |  |  |   |                     |                     |                   |                |                     |
|                                 |  |  | <b>6010 Personnel Costs</b>             | 3,051,643.55        | 2,955,454.51        | 96,189.04         | 103.26%        | 3,822,414.37        |
|                                 |  |  | <b>6031 Event Gratuities &amp; Tips</b> | 29,599.80           | 25,760.12           | 3,839.68          | 114.91%        | 55,762.12           |
|                                 |  |  | <b>7000 Repairs &amp; Maintenance</b>   | 126,092.93          | 151,693.44          | -25,600.51        | 83.12%         | 230,813.00          |
|                                 |  |  | <b>7100 Utilities</b>                   | 368,569.35          | 344,213.59          | 24,355.76         | 107.08%        | 529,996.75          |
|                                 |  |  | <b>8000 Contracts</b>                   | 170,318.90          | 178,484.33          | -8,165.43         | 95.43%         | 308,740.97          |
|                                 |  |  | <b>8500 Operating Expense</b>           | 588,867.29          | 590,844.03          | -1,976.74         | 99.67%         | 844,677.12          |
|                                 |  |  | <b>Total Expense</b>                    | <b>4,335,091.82</b> | <b>4,246,450.02</b> | <b>88,641.80</b>  | <b>102.09%</b> | <b>5,792,404.33</b> |
|                                 |  |  | <b>Net Ordinary Revenue</b>             | <b>-255,135.87</b>  | <b>-239,444.05</b>  | <b>-15,691.82</b> | <b>106.55%</b> | <b>108,235.66</b>   |
| <b>Other Revenue/Expense</b>    |  |  |   |                     |                     |                   |                |                     |
| <b>Other Expense</b>            |  |  |   |                     |                     |                   |                |                     |
|                                 |  |  | <b>9500 Capital Purchase/Equipment</b>  | 0.00                | 5,000.00            | -5,000.00         | 0.0%           | 5,000.00            |
|                                 |  |  | <b>9600 Leasehold Improvements</b>      | 3,206.31            | 20,000.00           | -16,793.69        | 16.03%         | 20,000.00           |
|                                 |  |  | <b>Total Other Expense</b>              | <b>3,206.31</b>     | <b>25,000.00</b>    | <b>-21,793.69</b> | <b>12.83%</b>  | <b>25,000.00</b>    |
|                                 |  |  | <b>Net Other Revenue</b>                | <b>-3,206.31</b>    | <b>-25,000.00</b>   | <b>21,793.69</b>  | <b>12.83%</b>  | <b>-25,000.00</b>   |
|                                 |  |  | <b>Net Revenue</b>                      | <b>-258,342.18</b>  | <b>-264,444.05</b>  | <b>6,101.87</b>   | <b>97.69%</b>  | <b>83,235.66</b>    |
|                                 |  |  | <b>Year End Revenue</b>                 |                     |                     |                   |                |                     |

**FORT WORDEN PDA  
Hospitality Services  
September-December Projections  
August 2019**

|                                 |  |  |                                 | Annual Budget       | Variance Sept to Y-<br>End to Budget | Projected Sept-<br>Dec 2019 | Difference        | Sept-Dec 2018       |
|---------------------------------|--|--|---------------------------------|---------------------|--------------------------------------|-----------------------------|-------------------|---------------------|
| <b>Ordinary Revenue/Expense</b> |  |  |                                 |                     |                                      |                             |                   |                     |
| <b>Revenue</b>                  |  |  |                                 |                     |                                      |                             |                   |                     |
|                                 |  |  | 4000 Accomodations              | 3,288,483.00        | 960,181                              | 850,000                     | (110,181)         | 834,693.00          |
|                                 |  |  | 4400 Food Sales Revenue         | 2,722,544.00        | 844,280                              | 800,000                     | (44,280)          | 783,500.00          |
|                                 |  |  | 4600 Other Revenues             | 971,900.11          | 357,133                              | 340,000                     | (17,133)          | 298,950.00          |
|                                 |  |  | 4900 PDA Grants/Donations       | 50,000.00           | 2,750                                |                             | (2,750)           | 0.00                |
|                                 |  |  | <b>Total Revenue</b>            | <b>7,032,927.11</b> | <b>2,164,343</b>                     | <b>1,990,000.00</b>         | <b>(174,343)</b>  | <b>1,917,143.00</b> |
| <b>Cost of Goods Sold</b>       |  |  |                                 |                     |                                      |                             |                   |                     |
| <b>Cost of Goods</b>            |  |  |                                 |                     |                                      |                             |                   |                     |
|                                 |  |  | 5000 Food Service Cost of Goods | 919,391.99          | 291,973                              | 280,000                     | (11,973)          | 272,417.00          |
|                                 |  |  | 5008 Merchandise for Resale     | 32,585.13           | 13,876                               | 8,000                       | (5,876)           | 7,244.00            |
|                                 |  |  | 5010 Discover Passes            | 180,310.00          | 37,810                               | 38,000                      | 190               | 42,480.00           |
|                                 |  |  | <b>Total Cost of Goods</b>      | <b>1,132,287.12</b> | <b>343,659</b>                       | <b>326,000.00</b>           | <b>(17,659)</b>   | <b>322,141.00</b>   |
|                                 |  |  | <b>Total COGS</b>               | <b>1,132,287.12</b> | <b>343,659</b>                       | <b>326,000.00</b>           | <b>(17,659)</b>   | <b>322,141.00</b>   |
|                                 |  |  | <b>Gross Revenue</b>            | <b>5,900,639.99</b> | <b>1,820,684.04</b>                  | <b>1,664,000.00</b>         | <b>(156,684)</b>  | <b>1,595,002.00</b> |
| <b>Expense</b>                  |  |  |                                 |                     |                                      |                             |                   |                     |
|                                 |  |  | 6010 Personnel Costs            | 3,822,414.37        | 770,771                              | 900,000.00                  | 129,229           | 1,324,400.00        |
|                                 |  |  | 6031 Event Gratuities & Tips    | 55,762.12           | 26,162                               | 26,162.00                   | -                 | 21,127.00           |
|                                 |  |  | 7000 Repairs & Maintenance      | 230,813.00          | 104,720                              | 100,000.00                  | (4,720)           | 127,777.00          |
|                                 |  |  | 7100 Utilities                  | 529,996.75          | 161,427                              | 126,629.00                  | (34,798)          | 202,629.00          |
|                                 |  |  | 8000 Contracts                  | 308,740.97          | 138,422                              | 65,000.00                   | (73,422)          | 78,821.00           |
|                                 |  |  | 8500 Operating Expense          | 844,677.12          | 255,810                              | 175,000.00                  | (80,810)          | 279,842.00          |
|                                 |  |  | <b>Total Expense</b>            | <b>5,792,404.33</b> | <b>1,457,312.51</b>                  | <b>1,392,791.00</b>         | <b>-64,521.19</b> | <b>2,034,596.00</b> |
|                                 |  |  | <b>Net Ordinary Revenue</b>     | <b>108,235.66</b>   | <b>363,371.53</b>                    | <b>271,209.00</b>           | <b>-92,162.85</b> | <b>-439,594.00</b>  |
| <b>Other Revenue/Expense</b>    |  |  |                                 |                     |                                      |                             |                   |                     |
| <b>Other Expense</b>            |  |  |                                 |                     |                                      |                             |                   |                     |
|                                 |  |  | 9500 Capital Purchase/Equipment | 5,000.00            | 5,000                                | 0.00                        | -5,000.00         | 0.00                |
|                                 |  |  | 9600 Leasehold Improvements     | 20,000.00           | 16,794                               | 2,500.00                    | -14,293.69        | 3,298.00            |
|                                 |  |  | <b>Total Other Expense</b>      | <b>25,000.00</b>    | <b>21,794</b>                        | <b>2,500.00</b>             | <b>-19,293.69</b> | <b>3,298.00</b>     |
|                                 |  |  | <b>Net Other Revenue</b>        | <b>-25,000.00</b>   | <b>(21,794)</b>                      | <b>-2,500.00</b>            | <b>19,293.69</b>  | <b>-3,298.00</b>    |
|                                 |  |  | <b>Net Revenue</b>              | <b>83,235.66</b>    | <b>341,578</b>                       | <b>268,709.00</b>           | <b>-72,869.16</b> | <b>-442,892.00</b>  |
|                                 |  |  | <b>Year End Revenue</b>         |                     |                                      |                             | <b>10,366.5</b>   |                     |

| <b>Fort Worden Makers Square Project</b> |           |           |           |           |           |         |           |           |         |         |         |           |            |
|--|-----------|-----------|-----------|-----------|-----------|---------|-----------|-----------|---------|---------|---------|-----------|------------|
| <b>Monthly Cash Flow Projection</b>      |           |           |           |           |           |         |           |           |         |         |         |           |            |
| <b>Makers Square</b>                     |           |           |           |           |           |         |           |           |         |         |         |           |            |
|  | Projected |           |           |           |           |         |           |           |         |         |         |           |            |
|  | Oct       | Nov       | Dec       | Jan       | Feb       | March   | April     | May       | June    | July    | Aug     | Sept      | TOTAL      |
| <b>1. CASH ON HAND</b>                   | 1,154,000 | 717,000   | 770,130   | 710,678   | 476,540   | 537,204 | 190,389   | 710,723   | 499,888 | 173,767 | 67,640  | 41,330    |            |
| <b>2. CASH RECEIPTS</b>                  |           |           |           |           |           |         |           |           |         |         |         |           |            |
| Private Grants                           |           |           |           |           | 500,000   |         | 1,000,000 |           |         |         |         |           | 1,500,000  |
| HCP/BFA                                  |           | 650,040   | 234,559   | 329,542   | 196,026   | 176,406 | 171,365   | 105,196   | 97,910  | 113,404 | 64,528  | 111,953   | 2,250,929  |
| Fed Grant                                |           |           |           | 340,341   | 159,659   |         |           |           |         |         |         |           | 500,000    |
| State Parks                              |           |           | 362,500   |           |           |         | 200,000   | 162,500   |         |         |         |           | 725,000    |
| HTCs                                     |           |           |           |           |           |         |           |           |         |         |         | 1,720,000 | 1,720,000  |
| Tenant for Tenant Improvements           |           | 375,000   |           |           |           |         |           | 100,000   | 100,000 | 100,000 | 75,000  |           | 750,000    |
| Operations Revenues                      |           |           |           |           |           |         |           |           |         |         |         |           | -          |
| Loans                                    | 250,000   |           | 250,000   |           |           | 250,000 |           |           |         | 150,000 |         |           | 900,000    |
| <b>3. TOTAL CASH RECEIPTS</b>            | 250,000   | 1,025,040 | 847,059   | 669,883   | 855,685   | 426,406 | 1,371,365 | 367,696   | 197,910 | 363,404 | 139,528 | 1,831,953 | 8,345,929  |
| <b>4. TOTAL CASH AVAILABLE</b>           | 1,404,000 | 1,742,040 | 1,617,189 | 1,380,561 | 1,332,225 | 963,610 | 1,561,755 | 1,078,419 | 697,798 | 537,171 | 207,168 | 1,873,283 | 14,395,218 |
| <b>5. CASH PAID OUT</b>                  |           |           |           |           |           |         |           |           |         |         |         |           |            |
| Clark Construction                       | 654,000   | 937,400   | 872,000   | 872,000   | 763,000   | 741,200 | 817,500   | 545,000   | 490,500 | 436,000 | 131,400 |           | 7,260,000  |
| Administration (wage/permits/certs)      | 13,000    | 13,000    | 13,000    | 9,000     | 9,000     | 9,000   | 9,000     | 9,000     | 9,000   | 9,000   | 9,000   |           | 111,000    |
| Design & Engineering                     | 20,000    | 20,000    | 20,000    | 20,000    | 20,000    | 20,000  | 20,000    | 20,000    | 20,000  | 20,000  | 20,000  | 20,000    | 240,000    |
| Interest                                 |           | 1,510     | 1,510     | 3,021     | 3,021     | 3,021   | 4,531     | 4,531     | 4,531   | 4,531   | 5,438   | 5,438     | 41,083     |
| Subtotal                                 | 687,000   | 971,910   | 906,510   | 904,021   | 795,021   | 773,221 | 851,031   | 578,531   | 524,031 | 469,531 | 165,838 | 25,438    | 7,652,083  |
| Loan Principal Payment                   |           |           |           |           |           |         |           |           |         |         |         | 900,000   | 900,000    |
| <b>6. TOTAL CASH PAID OUT</b>            | 687,000   | 971,910   | 906,510   | 904,021   | 795,021   | 773,221 | 851,031   | 578,531   | 524,031 | 469,531 | 165,838 | 925,438   | 8,552,083  |
| <b>7. CASH POSITION</b>                  | 717,000   | 770,130   | 710,678   | 476,540   | 537,204   | 190,389 | 710,723   | 499,888   | 173,767 | 67,640  | 41,330  | 947,845   |            |



## RESOLUTION NO. 19-13

### **A RESOLUTION OF THE BOARD OF DIRECTORS OF THE FORT WORDEN LIFELONG LEARNING CENTER PUBLIC DEVELOPMENT AUTHORITY (FWPDA) AUTHORIZING THE FWPDA EXECUTIVE DIRECTOR TO REVIEW AND APPROVE A BRIDGE LOAN WITH FIRST FEDERAL SAVINGS AND LOAN AND ACCOUNT SIGNERS FOR THE LOAN.**

#### RECITALS

- A. The Fort Worden Lifelong Learning Center Public Development Authority's ("PDA") Charter, which was amended and adopted by the Port Townsend City Council in September 2011, is a public corporation organized pursuant to Ordinance No. 3018 of the City of Port Townsend, Washington.
- B. The Amended Charter specifically directs the PDA to undertake, assist with, and facilitate the implementation of a Lifelong Learning Center consistent with the 2008 Fort Worden long-range plan and to develop the necessary agreements and partnerships for the use, operation management and development of State-owned facilities and properties within the Fort Worden State Park.
- C. Pursuant to the Amended Charter, "the management of all Authority affairs shall reside in a Board of Directors. The Board shall be composed of not fewer than seven (7) and no more than (11) eleven members" (Amended Charter, Article VII, Organization of Authority, Section 1.)
- D. Pursuant to Section 6 of the Charter, duties of Board Members may include, among other duties, the contracting of debts, issuance of notes, debentures, or bonds, and the mortgaging or pledging of corporate assets to secure the same. In addition, "any resolution authorizing or approving such an action shall require the affirmative action vote of a majority of board members voting on the issue" (Amended Charter, Article VII, Organization of Authority, Section 7.)
- E. The Chairperson of the Board of Directors is authorized to supervise the activities of the Corporation; when necessary execute instruments on its behalf when authorized by the Board; preside at meetings of the Board. The Chairperson has no authority to bind or control the organization.
- F. Norm Tonina is the Chairperson of the PDA Board and Cindy Finnie is a PDA Board Member. Mr. Tonina and Ms. Finnie also serve on the Board of Trustees for the First Federal Savings and Loan ("First Federal"). Fort Worden Board members are not financially compensated for their board service. They have disclosed this potential appearance of fairness and have recused themselves from participation in deliberations concerning this matter.
- G. The PDA Board authorizes the Executive Director to review and approve the terms and conditions of a bridge loan to finance cash flow for Makers Square project with First Federal. The terms shall be a loan up to \$1 million for 15 months at prime plus 2%.

H. Dave Robison, Executive Director and Gee Heckscher, Vice-Chair of the PDA Board, will be the signers on the bridge loan with First Federal.

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Directors of the Fort Worden Lifelong Learning Center Public Development Authority:

The Vice-Chair, Gee Heckscher, of the Board of Directors is authorized to enter into this resolution to approve a bridge loan for up to \$1 million with First Federal.

The Board authorizes Dave Robison, Executive Director, to sign necessary documentation to provide First Federal with a contingent security interest in rents from current leases assigned to the PDA by the State.

**ADOPTED** by the Board of Directors of the Fort Worden Lifelong Learning Center Public Development Authority at a properly noticed regular meeting of the Board at which a quorum was present, held on the 25<sup>th</sup> day of September, 2019.

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Gee Heckscher, Vice Chair

Attest:

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Jane Kilburn, Secretary

## RESOLUTION NO. 19-14

### A RESOLUTION OF THE BOARD OF DIRECTORS OF THE FORT WORDEN LIFELONG LEARNING CENTER PUBLIC DEVELOPMENT AUTHORITY (FWPDA) AUTHORIZING THE CHIEF FINANCIAL OFFICER (CFO) TO APPROVE THE THYSSENKRUPP WORK ORDER

#### RECITALS

- A. Pursuant to the Amended Charter, “the management of all Authority affairs shall reside in a Board of Directors.” (Amended Charter, Article VII, Organization of Authority, Section 1.)
- B. FWPDA is required to have safety tests done on its elevators and lifts. The only company to provide a quote/work order is thyssenkrupp.
- C. The work order is for \$12,930 plus sales tax, which is over \$10,000.
- D. The Board of Directors is authorized to supervise the activities of the Corporation; when necessary execute instruments on its behalf when authorized by the Board.

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Directors of the Fort Worden Lifelong Learning Center Public Development Authority:

The Board authorizes the CFO to approve the thyssenkrupp work order.

**ADOPTED** by the Board of Directors of the Fort Worden Lifelong Learning Center Public Development Authority at a properly noticed regular meeting of the Board at which a quorum was present, held on the 25<sup>th</sup> day of September, 2019.

By: \_\_\_\_\_  
Norm Tonina, Chairperson

ATTEST:  
\_\_\_\_\_  
Jane Kilburn, Secretary

# Repair Work Order



thyssenkrupp

August 15, 2019

## FORT WORDEN STATE PARK

Purchaser: Fort Worden Public Development Authority  
Address: 200 Battery Way  
Port Townsend, WA 98368-3621

Location: FORT WORDEN STATE PARK  
Address: Fort Worden Way Bldg 204  
Port Townsend, WA 98368

Purchaser authorizes thyssenkrupp Elevator Corporation (referred to as "thyssenkrupp Elevator" hereafter) to perform the following work on the equipment and at the location described above, in exchange for the sum of **Twelve Thousand Nine Hundred Thirty Dollars (\$12,930.00)** plus any applicable sales tax pursuant to the terms and conditions contained in this Work Order (the "Work Order").

## Summary:

| Elevator            | Description | Repair category |
|---------------------|-------------|-----------------|
| Bldg 200 / US683529 | Safety Test | Safety          |
| Bldg 11 / US683578  | Safety Test | Safety          |
| Bldg 300 / US683628 | Safety Test | Safety          |
| Bldg 298 / US683629 | Safety Test | Safety          |
| Bldg353 / US683630  | Safety Test | Safety          |
| ONLY / US126589     | Safety Test | Safety          |

In the event you have any questions regarding the content of this Proposal please contact me at +1 253 2924151  
We appreciate your consideration.

Regards,

Christopher Mathis  
thyssenkrupp Elevator Corporation  
7006 27th St W Ste A  
University Place WA 98466  
christopher.mathis@thyssenkrupp.com | +1 253 2924151

### Notice:

No permits or inspections by others are included in this work, unless otherwise indicated herein.  
Delivery and shipping is included. All work is to be performed during regular working days and hours as defined in this Work Order unless otherwise indicated herein.

# Repair Work Order



## Scope of Work

### Five Year Full Load Test

thyssenkrupp Elevator will provide labor to perform a full load safety test per ANSI A17.3 and install test tags as required by code.

If the load test discloses any deficiencies in the operation of the equipment tested which are not covered under your service agreement, an additional proposal will be submitted for your approval for work needed to put the specific equipment in proper condition and in compliance with the above mentioned specifications.

thyssenkrupp Elevator will exercise caution and care in performing these tests, but will not be responsible for damage done to the building and/or equipment while performing the test. These tests impose greater than normal strains on the elevator equipment and related building structure. It is agreed that while conducting these tests, thyssenkrupp Elevator Corporation will be held harmless for any injury to persons, except employees of thyssenkrupp Elevator Corporation or damage to building or equipment, except equipment owned by thyssenkrupp Elevator Corporation.

(End Scope of Work)

# Repair Work Order



## Terms and Conditions

thyssenkrupp Elevator does not assume any responsibility for any part of the vertical transportation equipment other than the specific components that are described in this Work Order and then only to the extent thyssenkrupp Elevator has performed the work described above.

No work, service, examination or liability on the part of thyssenkrupp Elevator is intended, implied or included other than the work specifically described above. It is agreed that thyssenkrupp Elevator does not assume possession or control of any part of the vertical transportation equipment and that such remains Purchaser's exclusively as the owner, lessor, lessee, possessor, or manager thereof.

Unless otherwise stated herein, thyssenkrupp Elevator's performance of this Work Order is expressly contingent upon Purchaser securing permission or priority as required by all applicable governmental agencies and paying for any and all applicable permits or other similar documents.

It is agreed that thyssenkrupp Elevator's personnel shall be given a safe place in which to work. thyssenkrupp Elevator reserves the right to discontinue its work in the location above whenever, in its sole opinion, thyssenkrupp Elevator believes that any aspect of the location is in any way unsafe until such time as Purchaser has demonstrated, at its sole expense, that it has appropriately remedied the unsafe condition to thyssenkrupp Elevator's satisfaction. Unless otherwise agreed, it is understood that the work described above will be performed during regular working days and hours which are defined as Monday through Friday, 8:00 AM to 4:30 PM (except scheduled union holidays). If overtime is mutually agreed upon, an additional charge at thyssenkrupp Elevator's usual rates for such work shall be added to the price of this Work Order.

In consideration of thyssenkrupp Elevator performing the work described above Purchaser, to the fullest extent permitted by law, expressly agrees to indemnify, defend, save harmless, discharge, release and forever acquit thyssenkrupp Elevator, its employees, officers, agents, affiliates, and subsidiaries from and against any and all claims, demands, suits, and proceedings made or brought against thyssenkrupp Elevator, its employees, officers, agents, affiliates and subsidiaries for loss, property damage (including damage to the equipment which is the subject matter of this Work Order), personal injury or death that are alleged to have been caused by Purchaser or any others in connection with the presence, use, misuse, maintenance, installation, removal, manufacture, design, operation or condition of the vertical transportation equipment that is the subject of this Work Order, or the associated areas surrounding such equipment. Purchaser's duty to indemnify does not apply to the extent that the loss, property damage (including damage to the equipment which is the subject matter of this Work Order), personal injury or death is determined to be caused by or resulting from the negligence of thyssenkrupp Elevator and/or its employees. Purchaser recognizes, however, that its obligation to defend thyssenkrupp Elevator and its employees, officers, agents, affiliates and subsidiaries under this clause is broader and distinct from its duty to indemnify and specifically includes payment of all attorney's fees, court costs, interest and any other expenses of litigation arising out of such claims or lawsuits.

Purchaser expressly agrees to name thyssenkrupp Elevator along with its officers, agents, affiliates and subsidiaries as additional insureds in Purchaser's liability and any excess (umbrella) liability insurance policy(ies). Such insurance must insure thyssenkrupp Elevator, along with its officers, agents, affiliates and subsidiaries for those claims and/or losses referenced in the above paragraph, and for claims and/or losses arising from the negligence or legal responsibility of thyssenkrupp Elevator and/or its officers, agents, affiliates and subsidiaries. Such insurance must specify that its coverage is primary and non-contributory. Purchaser hereby waives the right of subrogation.

thyssenkrupp Elevator shall not be liable for any loss, damage or delay caused by acts of government, labor, troubles, strikes, lockouts, fire, explosions, theft, riot, civil commotion, war, malicious mischief, acts of God, or any cause beyond its control. thyssenkrupp Elevator Corporation shall automatically receive an extension of time commensurate with any delay regarding the work called for in this Work Order.

In the event that this Work Order includes a safety test of any type or kind thyssenkrupp Elevator shall not be responsible for any damage to the equipment that is the subject matter of the test or the associated building structure, any of its contents or its appurtenances and Purchaser fully releases thyssenkrupp Elevator from all such damage.

Should loss of or damage to thyssenkrupp Elevator's material, tools or work occur at the location that is the subject of this Work Order, Purchaser shall compensate thyssenkrupp Elevator therefor, unless such loss or damage results solely from thyssenkrupp Elevator's own acts or omissions.

If any drawings, illustrations or descriptive matter are furnished with this Work Order, they are approximate and are submitted only to show the general style and arrangement of equipment being offered. Work Order.

Purchaser shall bear all cost(s) for any reinspection of thyssenkrupp Elevator's work due to items outside the scope of this Work Order or for any inspection arising from the work of other trades requiring the assistance of thyssenkrupp Elevator.

Purchaser expressly agrees to waive any and all claims for consequential, special or indirect damages arising out of the performance of this Work Order and specifically releases thyssenkrupp Elevator from any and all such claims.

A service charge of 1.5% per month, or the highest legal rate, whichever is less, shall apply to delinquent accounts. In the event of any default of any of the payment provisions herein, Purchaser agrees to pay, in addition to any defaulted amount, any attorney fees, court costs and all other expenses, fees and costs incurred by thyssenkrupp Elevator in connection with the collection of that defaulted amount.

Purchaser agrees that this Work Order shall be construed and enforced in accordance with the laws of the state where the vertical transportation equipment that is the subject of this Work Order is located and consents to jurisdiction of the courts, both state and Federal, of that as to all matters and disputes arising out of this Work Order. Purchaser further agrees to waive trial by jury for all such matters and disputes.

The rights of thyssenkrupp Elevator under this Work Order shall be cumulative and the failure on the part of the thyssenkrupp Elevator to exercise any rights given hereunder shall not operate to forfeit or waive any of said rights and any extension, indulgence or change by thyssenkrupp Elevator in the method, mode or manner of payment or any of its other rights shall not be construed as a waiver of any of its rights under this Work Order.

In the event any portion of this Work Order is deemed invalid or unenforceable by a court of law, such finding shall not affect the validity or enforceability of any other portion of this Work Order.

This Work Order shall be considered as having been drafted jointly by Purchaser and thyssenkrupp Elevator and shall not be construed or interpreted against either Purchaser or thyssenkrupp Elevator by reason of either Purchaser or thyssenkrupp Elevator's role in drafting same.

In the event Purchaser's acceptance of the work called for in this Work Order is in the form of a purchase order or other kind of document, the provisions, terms and conditions of this Work Order shall exclusively govern the relationship between thyssenkrupp Elevator and Purchaser with respect to the work described herein.

# Repair Work Order



## Acceptance

This Work Order is submitted for acceptance within 30 days from the date executed by thyssenkrupp Elevator. Unless otherwise stated, the Purchaser agrees to pay as follows: 50% upon signed acceptance of this Work Order and \$6,465.00 upon completion of the work described in this Work Order.

Purchaser's acceptance of this Work Order will constitute exclusively and entirely the agreement for the work herein described. All prior representations or agreements regarding this work, whether written or verbal, will be deemed to be merged herein, and no other changes in or additions to this Work Order will be recognized unless made in writing and properly executed by both parties. No agent or employee of thyssenkrupp Elevator shall have the authority to waive or modify any of the terms of this Work Order without the written approval of an authorized thyssenkrupp Elevator manager.

This Work Order specifically contemplates work outside the scope of any other contract currently in effect between the parties; any such contract shall be unaffected by this Work Order.

To indicate acceptance of this work order, please sign and return one (1) original of this agreement to the address shown below. Upon receipt of your written authorization and required materials and/or supplies, we shall implement the work called for in this Work Order.

|  |                                      |   |  |
|--|--------------------------------------|---|--|
| Fort Worden Public Development Authority<br>(Purchaser): |                                      | thyssenkrupp Elevator Corporation Management Approval |  |
| By:  | By:                                  |   |  |
| (Signature of Authorized Individual)                     | (Signature of Branch Representative) |   |  |
| David Opp-Beckman  |                                      |   |  |
| _____  | Tara Whitford                        |   |  |
| (Print or Type Name)                                     |                                      |   |  |
| _____  | Branch Manager                       |   |  |
| (Print or Type Title)                                    |                                      |   |  |
| _____  | _____                                |   |  |
| (Date of Acceptance)                                     | (Date of Execution)                  |   |  |

Please contact \_\_\_\_\_ to schedule work at the following phone number \_\_\_\_\_

**SCHEDULING AND PRODUCTION  
REQUEST FOR PAYMENT**

 Please Remit To: thyssenkrupp Elevator Corporation  
 PO Box 3796  
 Carol Stream, IL 60132-3796

 Attn: David Opp-Beckman  
 Fort Worden Public Development Authority  
 200 Battery Way  
 Port Townsend WA, 98368-3621

| Date            | Terms                                     | Reference ID | Customer Reference # / PO |
|-----------------|---|--------------|---------------------------|
| August 15, 2019 | Immediate                                 | ACIA-1LT5JTK |                           |
|                 | Total Contract Price:                     |              | \$12,930.00               |
|                 | Estimated Tax:                            | 9.00         | \$1,163.70                |
|                 | Estimated Invoice Amount (Incl. of taxes) |              | \$14,094.00               |
|                 | Down Payment:                             | (50% )       | \$7,047.00                |

For inquiries regarding your contract or services provided by thyssenkrupp Elevator, please contact your local account manager at +1 253 2924151. To make a payment by phone, please call 670-424-5668 with the reference information provided below.

Current and former service customers can now pay online at:  
<https://secure.billtrust.com/thyssenkruppelevator/ig/one-time-payment>

Thank you for choosing thyssenkrupp Elevator. We appreciate your business.

Please detach the below section and provide along with payment.

|                    |  |                             |
|--------------------|--|-----------------------------|
| Customer Name:     | Fort Worden Public Development Authority | <b>Remit To:</b>            |
| Location Name:     | FORT WORDEN STATE PARK                   | thyssenkrupp Elevator       |
| Customer Number:   | 7820670                                  | Corporation                 |
| Quote Number:      | 2019-2-732687                            | PO Box 3796                 |
|                    |  | Carol Stream, IL 60132-3796 |
| Reference ID:      | ACIA-1LT5JTK                             |                             |
| Remittance Amount: | \$7,047                                  |                             |



## Comments received via email by the PDA during and after THING

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**From:** Cecil Marr

**Date:** September 19, 2019 at 8:16:24 PM PDT

**To:** [rgaray@fortworden.org](mailto:rgaray@fortworden.org), Curtis White

**Subject:** Kudos to producers of "The Thing"

Curtis White suggested that you may be interested in our reactions to the production of "The Thing," inasmuch as we live on W Street, directly across from Fort Worden and the Blimp Hanger.

My wife, Patty Marr, and I were impressed by the management and execution of this program, and congratulate any and all who had a hand in planning it. The traffic management and parking systems were well thought out, and posed minimal inconvenience to us.

We were particularly impressed by the kindness shown by the staff to our visiting daughter and son-in-law and their two children who were here for the week, staying in our family vacation house, also on W Street. Although they were not guests of the event, your staff responded to their questions in a friendly and helpful way, and made them feel like members of the Fort Worden community.

Our thanks also to those who have had the foresight to examine and experiment with new methods of raising funds for Fort Worden. It is clear that its facilities are going to require ongoing and innovative sources of funding if it is to survive as a premier destination, and we appreciate those who are continuing to push forward in that direction.

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From: Kevin Alexander

Sent: Tuesday, September 17, 2019 3:24 PM

To: Rufina Garay <[rgaray@fortworden.org](mailto:rgaray@fortworden.org)>

Subject: Thing thoughts

Hi Rufina,

Here's the information I said I'd send you. It got held up in my drafts folder for a bit.

I spent the majority of the weekend on the hill doing tours of the HECF but from what I saw in the evening things looked really well organized.

One thing I did have a problem with is that when I came in on Saturday morning Cherry St was blocked off at F as expected.

There was no checkpoint there though just a "Road Closed" sign with a "Detour" sign pointing to the right. I was good and went right but in the distance I went never saw another sign indicating the next turn. I turned on to Fir to come to the Fort but there was a pretty steady line of cars headed uphill towards Lawrence St, I don't know what happened to them up there.

The same was true when I came in in Sunday morning, and a couple of other people made the same comment.

I also heard from several people that it wasn't clear to non-Thing people that they had easy access. Some of the people we have tours to on the hill made it in 'in spite of' the blocked roads.

Overall it was very impressive though.

Kevin

Sent from my phone.

**From:** Dennis Daneau  
**Sent:** Thursday, September 12, 2019 3:26 PM  
**To:** Todd Hutton <thutton@fortworden.org>; Rufina Garay <rgaray@fortworden.org>; Joan Rutkowski <jrutkowski@fortworden.org>  
**Subject:** The Thing Busses

I thought the Thing was a really successful event and have only one suggestion. I was there a good portion of the day Sunday and I liked seeing all the folks with smiles on their faces, I do believe that the busses used to transport attendees within the town were too large. Living in Redwood, the busses were constantly traveling north and south in front of my house. I think a smaller shuttle-type bus would be a better fit for the community. You would need more, but they would navigate our community more easily. Perhaps we could even find some that are hybrid or even electric. That may be a pipe dream. I noticed that the larger busses were navigating the jog, or turn into Cherry street creating a conflict with cars traveling north.

---

**From:** Rufina Garay  
**Sent:** Friday, September 6, 2019 2:12 PM  
**To:** Natalie Maitland <nmaidland@fortworden.org>; Joan Rutkowski <jrutkowski@fortworden.org>  
**Cc:** Dave Robison <drobison@fortworden.org>  
**Subject:** STG Debriefing Material: Verbal Comments from PT Paddlesports, PTMSC and CAM re: Business during THING!

- Steve Heigel from PT Paddlesports reported that the kayak rental were down due to THING! largely because traffic down to the beach may not have been well understood. Steve guessed that some people opted to stay away “given the hype” of the event and the crowd anticipated.
- PT Marine Science Center indicated that only a few people came through the museum that weekend. There numbers were disappointingly low by comparison to other summer weekends.
- CAM also found that there visitors seemed down for the weekend. CAM indicated that the people who did make it talked about how F Street and Redwood had detours that weren’t well identified as traffic went toward uptown. People may not have been able to navigate through or decided not to be part of the crowd for the weekend. Kevin from Coastal Artillery Museum may send in comments.

Rufina C. Garay  
Chief Strategy Officer

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**From:** Audrey jean  
**Sent:** Friday, August 30, 2019 1:25 PM  
**To:** Rufina Garay <[rgaray@fortworden.org](mailto:rgaray@fortworden.org)>  
**Subject:** Re: Thank you, Neighborhood Advisory Committee Members

H Rufina,

My own personal experience, on my street, of Thing: the sound level was considerably more civilized than the Modest Mouse concert. The shuttles were HUGE. But they were relatively quiet and I appreciated that they did not go over the speed limit. Line of solid parked cars on Redwood was a bit of a disturbance with slamming doors and voices late into the night. That could be remedied with no parking signs past where houses are close to the road and convincing the locals to use the free Park and Ride.

Several locals I talked to thought the traffic impact in the town itself was a bit much. In some places, like F St, traffic was

considered “over the top” and “relentless”. People were concerned that the number of “mega-events” would increase and change the character of the town significantly. The town’s smaller festivals do not bring in that amount of traffic into residential neighborhoods. It does seem highly unusual to hold events of this size and impact in a residential area of a small town. Many are here for the quiet and beauty of this area, not for Seattle-like noise and traffic. I would suggest limiting mega-events to no more than one a year. Don’t push the envelope of the town’s tolerance.

I realize that the locals are mixed about events of this size. Unfortunately, there seems to be a sort of shaming of those who are not 100% pro-event. This has already caused some friction between neighbors. You do seem to be willing to listen to the negative as well as the positive impact of mega events in small towns. Thank you for respecting all voices, and attempting to find a balance between celebrating and chilling out.

BTW, The flatbread sandwich was AWSOME - can you ask the proprietors of that concession to move to PT? 😊😊

Audrey/Sent from my iPad

---

**From:** Kate Ingram <[kate@kptz.org](mailto:kate@kptz.org)>  
**Date:** August 30, 2019 at 9:32:23 AM PDT  
**To:** Dave Robison <[drobison@fortworden.org](mailto:drobison@fortworden.org)>  
**Subject:** Event Congratulations

Hello Dave,

Before the week closes out, I want to send compliments and appreciation for the amazing THINGFest. As you no doubt have also heard, every comment by those who went has been super positive, certainly beyond people’s highest expectations.

Thank you for holding the bar so ambitiously and consistently! Knowing a bit about what that takes to pull off a whole new festival, I’m all the more grateful for your dedication and capability. If the Fort and STG team up again next year as many hope, we at KPTZ have some ideas for how the station can be more involved in pre-planning and contributing to the event dynamics. Do keep us in mind!

Also to appreciate your team’s excellent work on the construction and lease negotiations. Now that Ray and Dominic are up to speed on KPTZ’s behalf, I’m stepping aside from attending those meetings in order to focus on all that station operations can do to pull off our expansion and move into the new digs. Certainly I’ll be paying attention from this vantage point, and seeing that the terms and overall project will be smooth sailing for everyone involved.

All the best,  
/Kate Ingram, Manager, KPTZ

**Continued...**

From: Norm Tonina  
Sent: Thursday, August 29, 2019 9:27 AM  
To: Dave Robison <[drobison@fortworden.org](mailto:drobison@fortworden.org)>; Cody Griffith <[cgriffith@fortworden.org](mailto:cgriffith@fortworden.org)>; Diane Moody <[dmoody@fortworden.org](mailto:dmoody@fortworden.org)>; Megan Claflin <[mclaflin@fortworden.org](mailto:mclaflin@fortworden.org)>; Joan Rutkowski <[jrutkowski@fortworden.org](mailto:jrutkowski@fortworden.org)>; Rufina Garay <[rgaray@fortworden.org](mailto:rgaray@fortworden.org)>; Natalie Maitland <[nmaitland@fortworden.org](mailto:nmaitland@fortworden.org)>  
Cc: Rufina Garay <[rgaray@fortworden.org](mailto:rgaray@fortworden.org)>  
Subject: RE: THING and Next Door

Staff

Please pass the Board's appreciation on to your teams. We understand this was not a trivial undertaking and required Herculean effort to pull off. Your planning was obvious at every turn!

Your teams' dedication is not lost on the Board, especially those of us that were in attendance. What I was most impressed by was the fun that our employees were having as they did their jobs - the staff that approached me or that I crossed paths with talked about how much fun they were having, the quality of the event, how pleasant the attendees were to interact with and serve, appreciation that Fort leadership and the Board supported hosting the event, along with an interest in doing the event again and ideas on how to improve our operations for next year! I could go on and on.

I hope you are sharing the overwhelming support we are seeing on social media and across the community with your teams. Please add the Board's appreciation to the list and thanks again for all you do!

Norm

---

**From:** Richard Berg  
**Sent:** Wednesday, August 28, 2019 10:18 PM  
**To:** Dave Robison <[drobison@fortworden.org](mailto:drobison@fortworden.org)>  
**Subject:** THING

Hi Dave,

I don't know if you're looking for a bunch of feedback, but I just wanted to say that our two sons and their girlfriends were super psyched to come up here from Portland last weekend for Thing. We spent both days at the festival, and although we were a little annoyed by the wait in the Will Call line on Saturday, in all other respects we had a really great time. All of the music we saw was great-- it was really fun wandering around the Fort with 5000 other people-- the Illuminarium was really cool, and the food trucks were fabulous. Not to mention great beer and cider. We really liked the laid-back feel of the event, and the sense that people of all ages were having a great time. So we all hope that Thing will be back again next year!

Thanks for all of your effort to help this event happen--  
Richard

--

Richard Berg  
Terrapin Architecture PC 727  
Taylor Street  
Port Townsend, WA 98368  
360-379-8090  
terrapiarchitecture.com

---

From: Adam Zacks  
Sent: Wednesday, August 28, 2019 11:56 AM  
To: Dave Robison <[drobison@fortworden.org](mailto:drobison@fortworden.org)>  
Cc: Norm Tonina <[ntonina@fortworden.org](mailto:ntonina@fortworden.org)>; Cody Griffith <[cgriffith@fortworden.org](mailto:cgriffith@fortworden.org)>; Diane Moody <[dmoody@fortworden.org](mailto:dmoody@fortworden.org)>; Megan Claflin <[mclaflin@fortworden.org](mailto:mclaflin@fortworden.org)>; Joan Rutkowski <[jrutkowski@fortworden.org](mailto:jrutkowski@fortworden.org)>; Rufina Garay <[rgaray@fortworden.org](mailto:rgaray@fortworden.org)>; Natalie Maitland <[nmaitland@fortworden.org](mailto:nmaitland@fortworden.org)>; Mason Sherry <[masons@stgpresents.org](mailto:masons@stgpresents.org)>; [nadiaq@stgpresents.org](mailto:nadiaq@stgpresents.org); [joshl@stgpresents.org](mailto:joshl@stgpresents.org)  
Subject: Re: THING and Next Door

Great note Dave. I'm taking a couple days to unplug but when I get back I'll properly thank everyone for such a tremendous effort and the spirit of positivity that permeated the event. In the meantime, I am truly grateful for all of it and a bit overwhelmed by the outpouring of good vibes!

> On Aug 28, 2019, at 9:03 AM, Dave Robison <[drobison@fortworden.org](mailto:drobison@fortworden.org)> wrote:

>

> Great coverage in the Leader and PDN today.....Joan, could you download articles and sent to Board and STG .. thanks.

>

> FYI--See below...I posted this on Next Door this morning...

> \_\_\_\_\_

>

>> Thank You Neighbors,

>

> I appreciate your comments—the good and the bad. Your postings show that you care deeply about your neighborhood, your community and this very special place—Fort Worden.

>

> How lucky are we? To live near such a treasured and iconic state park. Fort Worden is one of just a couple of the 120 state parks in Washington within an incorporated city like Port Townsend. The Fort Worden PDA has been granted the responsibility to manage and operate this tremendous public asset for the betterment of our local community and for the entire state. We have been entrusted by the Governor, state legislature, Washington State Parks and our City Council to find the right balance between serving visitors from around the region and providing public benefits to our local citizens. It is truly a complicated challenge to find the right balance.

>

> There is not another place like Fort Worden in the U.S. The magnificent setting. The Fort's historic structures and grounds. The 16 vibrant nonprofits who reside on our campus. And, the adjacent small town atmosphere and arts community of historic PT. I do believe, however, as stewards of Fort Worden, we have a duty and a commitment to be something larger than just a community resource and park. Fort Worden has the potential and promise to host, on occasion, world class arts, culture, recreational and educational activities that makes a difference in people's lives in a turbulent world. But, we cannot do it without your support.

>

> We took a risk with THING. We asked you to give it a chance. We partnered with Seattle Theater Group (STG)—a nonprofit whose mission aligns closely with Fort Worden—"to create enriching experiences in the arts, engage diverse communities and steward historic theaters." Contrary to some public comments, neither STG nor the PDA made gobs of money on this event. An event of this magnitude requires careful planning and execution, and huge investments to make it work smoothly. And, STG and the PDA were committed to minimize neighborhood impacts to the greatest extent possible.

>

> We learned a lot this year with THING. There are things we could work with STG to improve. We are tallying your comments...as well as those who came from elsewhere...to collectively debrief with STG to decide if this type of an event is worthy of repeating at Fort Worden.

>

> I can't speak on behalf of the PDA Board or STG, or the community as a whole, but I think the event was a big success. Many people have asked, "Will there be a THING 2?" I don't know yet...it depends on all of us...stay tuned.

>

> With sincere gratitude and appreciation,

>

> Dave Robison

> Executive Director

> Fort Worden PDA

>

---

From: "**John Flynn**"

Date: Wed, Aug 28, 2019 at 9:47 AM -0700

Subject: The THING Recap from John Flynn

To: "[ahoward@cityofpt.us](mailto:ahoward@cityofpt.us)" <[ahoward@cityofpt.us](mailto:ahoward@cityofpt.us)>, "Norm Tonina" <[ntonina@fortworden.org](mailto:ntonina@fortworden.org)>

Hello Amy and Norm,

I met you both at the THING.

Amy in line for John Reilly and Norm at the grassy knoll watching the Violent Femmes.

A little about my self and my wife Charisse.

Charisse has been a participant at the Centrum Writers Conference the last 8 years.

We have many friends in town and come back several times a year.

Recap on the THING.

Besides the obvious problem with the will call line and drink ticket line, we enjoyed it.

It was a great lineup and the vibe was amazing.

The food truck corral seemed to work pretty well. (think about re gravel or sweeping the lot next time, tiny feet struggled in big gravel)

The Commons food and beer garden seemed to be underutilized by the public, there was shade, bathrooms and lots seating, and great food.

Taps was a great area for shade and a good location for a beer garden. ( that seemed to be grand central station for folks)

The weekend reminded us of the Woodland Park Zoo Concerts.

Family friendly, well organized and safe. No knuckleheads to be found to disrupt people.

I noticed a big age range from young families to older baby boomers. Loved see kids running around playing on the lawns.

Logistics wise entering and reentering the venues was a bit awkward.

One thing about the Parade Grounds Stage was it's proximity to direct sun, instruments were out of tune. ( I am sure the artists commented on this.)

Zoo had this problem too, they moved their stage 90 degrees.

Also I think you could incrementally expand attendance with to 6,000 plus kids .... there seem to be plenty of room.

All in all I believe you have another opportunity for a great event for the future at the Fort and for Pt Townsend.

Thanks for reading this and hope to see THNG 2 next year!

John Flynn | Account Manager

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**From:** Cody Griffith

**Sent:** Tuesday, August 27, 2019 2:07 PM

**To:** [renee@madronamindbody.com](mailto:renee@madronamindbody.com); Dave Robison <[drobison@fortworden.org](mailto:drobison@fortworden.org)>; Diane Moody <[dmood@fortworden.org](mailto:dmood@fortworden.org)>; Rufina Garay <[rgaray@fortworden.org](mailto:rgaray@fortworden.org)>; [nadiaq@stgpresents.org](mailto:nadiaq@stgpresents.org)

**Subject:** RE: THING feedback from three Madrona folks

Renee –

Thank you and your staff for this gathering of feedback – very helpful and appreciative.

**From:** Renee Klein <[Renee@madronamindbody.com](mailto:Renee@madronamindbody.com)>

**Sent:** Tuesday, August 27, 2019 11:19 AM

**To:** Dave Robison <[drobison@fortworden.org](mailto:drobison@fortworden.org)>; Diane Moody <[dmoody@fortworden.org](mailto:dmoody@fortworden.org)>; Rufina Garay <[rgaray@fortworden.org](mailto:rgaray@fortworden.org)>; Cody Griffith <[cgriffith@fortworden.org](mailto:cgriffith@fortworden.org)>; [nadiaq@stgpresentations.org](mailto:nadiaq@stgpresentations.org)

**Subject:** THING feedback from three Madrona folks

Greetings,

Congrats on a great inaugural THING! Madrona staff has compiled our feedback and we're sending it now (while we still can remember ;-)) ... please feel free to share as appropriate with relevant others.

### **Madrona Specific:**

- We had 14 THING participants attend our regular Saturday morning (8:30am) class at the special \$10 price. Since this was before all the other activities started, that was the only class well attended by THINGers.
- For the special THINGYoga classes, we only had four attend Saturday at 2pm and three on Sunday at 2pm, so **that probably isn't worth doing again then**. Likely people didn't want to hassle with changing clothes, coming indoors, etc., when there was competition for their time and attention elsewhere.
- So, perhaps if a special THINGYoga class is added, we should do it on **Sunday morning 8:30-9:30**, so that it doesn't conflict with other happenings.
- AND what we really think makes sense is to do **outdoor yoga on the Parade Grounds or Littlefield Green**, on the main schedule in between music sessions. I've done outdoor yoga before to a large group and it can be very fun. Many people had a blanket they can use, but it's not really needed as long as folks don't mind sitting or being on the ground. We can add fun music to the mix. Hope that will be considered, I can envision hundreds of folks doing outdoor yoga!
- Sunday: The people at the front gate checking traffic were not aware that Madrona had a class or to expect people for Madrona (did not even know what Madrona was, but were very cordial). Parking folks were not letting our students park in what they considered their volunteer parking area, which is Madrona's current parking area. Aletia spoke with them to inform them that students need to be able to park there for the morning.

### **General**

- We all felt that the vibe was mellow, delightful, pleasant, not crowded.
- Also surprised that it wasn't all very young people, it was a good mix of ages.
- Thank you for the effort to ensure recycling! Can we do more, though? After all, China's not even taking recycling anymore and much of it is going to landfill. Can we instead encourage people to bring their own cutlery or even glassware so as to avoid waste?
- Renee: "I could hear the music at my house (Jackson Street, a few blocks from Chetzmoka Park), but it was not bothersome at all. More notable to us was the early morning traffic on both Saturday and Sunday. Again, fine for us, but others may feel differently."
- Nelia: "The noise was clearly audible from a couple blocks away where I live, but was not as loud as I thought it would be. Still, I certainly knew when a set began and how excited the crowd was."
- THING pedestrian traffic felt very well behaved, responsible and nicely focused on that one part of the road to the Fairgrounds. The balloon street lights with generators were great along the pedestrian entrance.



- The Illuminarium was fun. But the greeter explained it was supposed to be peaceful and meditative and it definitely was not with the kids running in there, who of course think of it like a bouncy house :). Might have been nice if there were "quiet/adult only times."
- **IMPORTANT:** Several of us felt that the traffic volunteers at the 4-way stop by the Wheeler/TAPS were not adequate at all. They looked inexperienced and overwhelmed, they were young, and small -- folks couldn't see them even with their flags. Sometimes the people "waving us through" were doing the wrong arm signal -- it was confusing and dangerous, and it's fortunate that nobody got wires crossed as there were times both cars and people were going through, despite their efforts. That spot either needs two people managing the car/people traffic, OR make sure it is one larger, older, more commanding person with authority who knows what they are doing. This is the only negative.
- The parade grounds vendor section (Night Market) got walked past on the outside rather than walked through on the inside, not sure if that was intentional, but vendors probably would have done better if they were on the through traffic path as opposed to being aside it
- The festival staff were all very pleasant.
- Nice, interesting variety of food, not just "county fair" type food.

Very well done to STG and PDA! Really a home run considering this was a first event.

*Renee on behalf of the Madrona team*

Renee Klein, RYT 500, C-IAYT Yoga Therapist

Co-owner, **Madrona MindBody Institute at Fort Worden**

Port Townsend, WA 98368

(206) 920-0343 cell; (360) 344-4475 Madrona

[www.MadronaMindBody.com](http://www.MadronaMindBody.com)

**From:** Patrick

**Sent:** Tuesday, August 27, 2019 11:27 AM

**To:** Bob Phare <[bobp@stgpresents.org](mailto:bobp@stgpresents.org)>

**Subject:** Thing

Bob,

The (THING) was one of the best run festivals I've seen in Port Townsend. No complaints from any of my neighbors along 47<sup>th</sup> street. The street cleanup was excellent, no trash anywhere. Everyone who attended this event that I talked with had a great time especially the families with small children. Highly impressed with the professionalism you and your group showed. Hopefully STG will make (THING) an annual event here at Fort Worden.

Pat Moore

275 47<sup>th</sup> street

Port Townsend

**From:** Barbara Rogers  
**Sent:** Monday, August 26, 2019 2:09 PM  
**To:** Dave Robison <[drobison@fortworden.org](mailto:drobison@fortworden.org)>  
**Subject:** Cherry Street

Good morning,

We live on the corner of T and Cherry Street and want to express our appreciation for rerouting traffic this past weekend with the Thing performing at the Fort. Jay Neville, our neighbor, mentioned that a new sign is in the works telling traffic that Cherry Street is for locals only and we are very appreciative of that. As he previously mentioned many times, copying us on correspondence, the traffic on Cherry Street is quite a problem for us and anything you can do to control this would be great.

We appreciate all of your hard work on issues concerning our neighborhood and know you are glad the concert this past weekend is finished.

Respectfully,

Barbara and Dick Rogers

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**From:** Norm Tonina  
**Sent:** Monday, August 26, 2019 12:09 PM  
**To:** Dave Robison <[drobison@fortworden.org](mailto:drobison@fortworden.org)>  
**Subject:** THING things

Cataloguing some of the more interesting THINGs I have read re: THING.

Great pre-event CrossCut article

[https://crosscut.com/2019/08/sasquatch-dead-next-big-thing?utm\\_source=Crosscut%20Arts&utm\\_medium=email&utm\\_campaign=Crosscut+Arts+201\\_90821](https://crosscut.com/2019/08/sasquatch-dead-next-big-thing?utm_source=Crosscut%20Arts&utm_medium=email&utm_campaign=Crosscut+Arts+201_90821)

Seattle Times review

<https://www.seattletimes.com/entertainment/music/thing-review-how-successful-was-the-first-year-of-the-intimate-festival-created-by-the-founder-of-sasquatch/>

Below are some screen shots I captured from NextDoor the morning after when I woke up. I would say strongly net positive though there are clearly some things we can learn from scanning all the strings.

Norm

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Virginia Ashby, Fort Worden 2



### THING!

THING is amazing! Creative, well planned, lively lovely friendly people, amazing music and merchandise. Fun hands on activities. Food and drink exceptional. A delightful experience. I can't wait to go back for more today! I am impressed.

New 1 day ago · 10 neighborhoods in Recommendations



Thank



Reply



38



27

[See previous replies](#)



Rebekah McGuire, Fort Worden · 1 hr ago New



Best event I've ever been to at fort Worden  
Great family fun as well !!  
thank you organizers and patrons for keeping it sane!

Thank

Reply



+1

2



Kacey Trapp, North Beach · 1 hr ago New



Family traveled here specifically for this event. Everyone from age 3 to age 70 had so much fun! Similar to Rhody Fest and Fair where full family event gives community connections... [See more](#)

Thank

Reply



+1

3

Add a reply...

Continued...



Jay Neville, Fort Worden · 15 hr ago



I give the City and Organizers an A+ on parking/traffic management. Dozens of pedestrians and cyclists used Cherry to access the event. people were walking from Uptown. Fantastic. Thank you for all who ensured that our streets were not overrun with vehicles. Maybe some lessons can be used to manage Centrum events? Jazz Fest was a week long and traffic was crazy.

The band from 8 pm to 10 pm Sat night? My house was shaking for two hours. I am four blocks away. Can they reduce the volume and bass? That was an excessive display.

Thank Reply

😊❤️😊 5



Marty Gay, Uptown · 13 hr ago



**Jay Neville** thank you for the positive comment re the result of THING planning. I attended both days. I also had to do real life accessing services outside Fort Worden via my auto. I managed easily. This THING was slick as \_\_\_\_\_ as far as community-impact is concerned Wonderful response from attendees. Lots of positive lessons for future Centrum events.


Thank Reply


😊 5

Continued...

**R** Rick Rei, Fort Worden · 21 hr ago ▼



Three blocks from the Fort and THING. Minimally noticeable noise at anytime and virtually no traffic impact in my area (upper Cherry St)—amazing for the crowd size. Nice vibe with the locals and younger crowd walking to the event thru the neighborhood. Despite the naysayers, I think Dave Robison and the Fort staff AND the event planners deserve a lot of positive credit. I would not mind a new annual event to add to PT's repertoire.

 Tag a business

Thank    Reply  7




**M** Molly Jacobson, Uptown · 20 hr ago ▼

Agree! I was dreading the noise and the crowds but there's been very little of that- on Garfield street.

Thank    Reply   3

**K** Karen Wyman, West PT-Hastings · Edited 20 hr ago ▼

I wasn't going to post anything on this thread, when I had been reading all the negative posts about an event THAT HADN'T EVEN HAPPENED. But now I will offer this advice: next time, maybe you can save your complaints until AFTER an event, instead of worrying so much BEFORE. P.S. OK, worrying is what we humans do, but perhaps save your assessment of an event until after it has happened, and maybe there will be less/nothing to complain about. Just sayin'

Thank    Reply    11

**From:** Curtis White [<mailto:whitecurtis3@gmail.com>]

**Sent:** Monday, August 26, 2019 10:51 AM

**To:** Rufina Garay <[rgaray@fortworden.org](mailto:rgaray@fortworden.org)>

**Cc:** Dave Robison <[drobison@fortworden.org](mailto:drobison@fortworden.org)>

**Subject:** Re: congratulations, forward to STG?

Few minor suggestions for next year:

Blue food/beer tickets were confusing. People (including me) were trying to use them in vendor area and the vendor people had no idea what they were. It wasn't clear that they were just for beer tents and for the Commons.

The vendors would have sold a lot more food if the vendor area was available to everyone visiting (kids going to the kid activities on the parade ground, etc.) There was plenty of room on the Parade Ground.

More water bottle refill stations.

Maybe ditch the hand cleaning stations outside the toilets because they quickly ran out of water for rinsing (I was saved by my son-in-law's water bottle.) Just use the hand sanitizers.

Maybe larger presence for other arts? Time set aside when there is no music but art exhibitions, readings by authors (and not just podcast authors), maybe even lectures (on fort, on region, on music)? Pay for a name like Michael Pollan? The music was sometimes great, sometimes not so great, but the event announced itself as interdisciplinary, so follow through on that? Basically, it was a music festival. Personally, my ears needed breaks. Wheeler would be perfect venue for that. How about film? Indy film or art film, not just Officer and Gentleman, the kind of movies that the Rose specializes in, especially at night. An art film like the film about Per Lachaise cemetery? Or connect with the Rose for some appropriate films. Preview of PT Film Festival? All of this would make it more fitting to the PDA vision. Why not bring Copper Canyon into the fold? Why not more varied music? This was pretty rock/pop oriented. (Although I loved hearing Makaya McCraven. I hadn't known about his band. That's the best jazz I've heard in a long while. Jazz Fest should think seriously about bringing him back.)

And it was super loud at times, especially at the Parade stage which seemed somehow brighter, painfully bright at times. I didn't think I'd need ear plugs but I had to go home to get some. My left ear is still ringing.

Everybody at this Thing was super nice, happy, friendly. It almost made me like people again. Curious to hear from others on the 25th.

Feel free to share this with Advisory group. Curtis

---

**On Aug 26, 2019, at 8:08 AM, Curtis White wrote:**

Don't know if you're monitoring nextdoor fort worden but:

**THING!**

THING is amazing! Creative, well planned, lively lovely friendly people, amazing music and merchandise. Fun hands on activities. Food and drink exceptional. A delightful experience. I can't wait to go back for more today! I am impressed.

1 day ago · 10 neighborhoods in [Recommendations](#)

Thank



Reply





38



Jane Kilburn

, Fort Worden · 1 day ago



How nice to hear something other than complaints on Next Door!

[Thank](#)

[Reply](#)



15



Shaun Lilly

, West PT-Hastings · Edited 2 hr ago



**Jane** I 110% agree with you! Too many negative Nancy's and I'm glad to hear some positive vibes from the community in which I reside and in general. Life's too short to dwell on everything we don't like and we need to embrace more of what we do! IMHO **Virginia** glad you had and are having a good time, enjoy!

[Thank](#)

[Reply](#)



7



Claudia Zysk

, Port Townsend South · 23 hr ago

+1! I was manning a booth there at the night market yesterday and loved the vibe. Lots of locals and people from anywhere. Stop by the booth of the partners for Fort Worden! I can't wait to go back there today. Very happy joyful colorful artsy experience. Oh, and check out the amazing exhibition about women in the commons A. I am pretty sure it's free.

[Fort Worden](#)

Untag [Thank](#)



Lynda Roslund

, Port Townsend South · 22 hr ago

I have to chime in. I was there last night and the space is being held with such care both by the staff and participants. Way to go Port Townsend and visitors!



Thank Reply



8



Fran Post

, Port Townsend South · 22 hr ago



So glad to hear this, I am a volunteer there today. I wonder why so much fuss about 5000 folks when every year we have up 30,000 for the Wooden Boat Festival . . .

Thank Reply



7



Allegra McFarland

, Fort Worden · 22 hr ago



Just curious--how much can one enjoy without a (\$\$!) ticket? It sounds like a lot! So glad to hear it's a happy addition to our very own Fort!

Thank Reply



3



Virginia Ashby

, Fort Worden-22 hr ago



Allora McFarland



Tag a business

Thank Reply



1



Virginia Ashby

, Fort Worden-22 hr ago



I would urge the curious, without tickets, to check it out. Drop in. See what you can see. Consider different forms of volunteering in the future for access without monetary expense.

Thank Reply



5



Suzanne Tucker

, Port Townsend South · 21 hr ago



Great event! Nice to see new faces in PT and here great music. Hope they come back next year. [Thank](#)

Reply



3

M

[Marybeth Markham](#)

, Port Townsend South · 21 hr ago



I agree! What an amazing event!!

[Thank](#)



1 R

[Rick Rei](#)

, Fort Worden · 20 hr ago

Three blocks from the Fort and THING. Minimally noticeable noise at anytime and virtually no traffic impact in my area (upper Cherry St)—amazing for the crowd size. Nice vibe with the locals and younger crowd walking to the event thru the neighborhood. Despite the naysayers, I think Dave Robison and the Fort staff AND the event planners deserve a lot of positive credit. I would not mind a new annual event to add to PT's repertoire.



Tag a business

Thank Reply



7

M

Molly Jacobson

, Uptown · 19 hr ago



Agree! I was dreading the noise and the crowds but there's been very little of that- on Garfield street. [Thank](#)

Reply



3

K

Karen Wyman

, West PT-Hastings · Edited 19 hr ago



I wasn't going to post anything on this thread, when I had been reading all the negative posts about an event THAT HADN'T EVEN HAPPENED. But now I will offer this advice: next time, maybe you can save your complaints until AFTER an event, instead of worrying so much BEFORE. P.S. OK, worrying is what we humans do, but perhaps save your assessment of an event until after it has happened, and maybe there will be less/nothing to complain about. Just sayin'

Thank Reply



10



Suzzanne Tucker

, Port Townsend South · 19 hr ago



perfectly stated!

Thank



2

Tom Christopher

, Uptown South · Edited 19 hr ago

Riding bikes over from Uptown today (no tickets). Anything we should know? I assume you have to park your bikes at a bike lot? Also, I wanted to see/hear Calexico..THING online says 5:30 (parade grounds) but several other sources have different times, as early as 2:30 and as late as 7pm. Does anyone have a paper handout schedule or anything showing the proper time? THANKS

Thank

Reply



[Virginia Ashby](#)

, Fort Worden · 18 hr ago



Calexico and Iron&Wine 5:30 Parade Grounds. No access to near the stage without ticket/wristband. But, it's outside and it's high volume. And there's an area for bikes.

[Thank](#) Reply



2

B

[brit Yates](#)

, North Beach · 17 hr ago



Great concert thank you Fort Worden, I bet all the shops are happy to have the extra visitors!!

[Thank](#)



N

3

[Nancy Botta](#)

, Fort Worden · Edited 12 hr ago



**Shaun Lilly** I beg your pardon! Haha.



Tag a business

Thank Reply



2

S

Sue Jones

, North Beach · 15 hr ago



We're quite a distance away on 54th St. in North Beach and we can hear the music, but I must say, I've really been enjoying it!

Thank Reply



2



Jason Victor Serinus

, North Beach · 14 hr ago



People have been making such a fuss that I had to check it out. I walked in on Sunday afternoon, and everything looked great. Lots of children, really great vibe. You could stand outside the stage on the

green and hear the music without paying. Yes, the bass is excessive and, from what friends told me, the house-shaking bass volume of last night's hip-hop headliner wasn't commensurate with the quality of the experience. But the music stopped at 10 pm on a Saturday night. What is wrong with non-violent people having fun and letting loose for one night? Hey, if the loud music drives you nuts - I lived in the barrio of East Oakland for 10 years and the loud Mexican polka music constantly drove me nuts - get out of the house and take a drive or go to the movies or something.

Thank Reply



6



Shelly Marchant

, Fort Worden · 14 hr ago



We went and were impressed. Very well organized and professional. The locals would not have to pay a penny to hear the music. Just walk down there.

Thank Reply



Elizabeth Lyon

, Uptown South · 10 hr ago





**Allegra McFarland Allegra McFarland** I was impressed with how much I could access without a ticket. All of the night night market, the band that was in the parade ground....

[Thank](#) [Reply](#)



[Mila Reid](#)

, Port Townsend South · 10 hr ago



I hope this THING is the first of many! Very well organized, great for any age. Loved it!!! [Thank](#)

[Reply](#)



1



[Allegra McFarland](#)

, Fort Worden · 7 hr ago



I heard somewhere that the tickets didn't sell out completely. I hope that doesn't mean it won't come back again. ....

[Thank](#) [Reply](#)



[Virginia Ashby](#)

, Fort Worden · 7 hr ago



The entire weekend was sold out according to their website.

[Thank](#)

Reply



[Rebekah McGuire](#)

, Fort Worden · 43 min ago



Best event I've ever been to at fort Worden Great family fun as well !! thank you organizers and patrons for keeping it sane!

[Thank](#)

Reply



1



[Kacey Trapp](#)

, North Beach · 39 min ago



Family traveled here specifically for this event. Everyone from age 3 to age 70 had so much fun! Similar to Rhody Fest and Fair where full family event gives community connections and reconnections.

---

**From:** George Rundblad

**Sent:** Monday, August 26, 2019 8:51 AM

**To:** Dave Robison <[drobison@fortworden.org](mailto:drobison@fortworden.org)>

**Subject:** The Thing

Dear Mr. Robison

Thank you. Fort Worden did a fabulous job with The Thing. I live across the street on Rose. No problems at all here. I hope we're able to host The Thing again. Thanks much

Georganne Rundblad

---

**From:** Curtis White <[whitecurtis3@gmail.com](mailto:whitecurtis3@gmail.com)>

**Sent:** Sunday, August 25, 2019 9:27 AM

**To:** Rufina Garay <[rgaray@fortworden.org](mailto:rgaray@fortworden.org)>

**Subject:** reaction on nextdoor

Can't imagine things going better or more smoothly. Had a lot of fun yesterday. Here's a post on this morning's Nextdoor. Curtis

Virginia Ashby, Fort Worden

THING is amazing! Creative, well planned, lively lovely friendly people, amazing music and merchandise. Fun hands on activities. Food and drink exceptional. A delightful experience. I can't wait to go back for more today! I am impressed.

---

**From:** Mary Obee

**Sent:** Saturday, August 24, 2019 5:39 PM

**To:** Joan Rutkowski <[jrutkowski@fortworden.org](mailto:jrutkowski@fortworden.org)>

**Subject:** The Thing

Hello,

I live within very close proximity to the fort (U St) and just want to say that The Thing is fantastic! We do not for a moment feel inconvenienced by traffic reroutes or sound. The organizers seems to have done a good job working with our local entities to ensure order. My husband and I are not at all "bothered" by the music we hear from our house. Earlier we walked down to the parade grounds and noted that Fort Worden seemed like the perfect venue for this event. Hopefully there will be Thing 2 next year!

Mary Obee

---

**Continued...**

## **In years to come, you will say you were there**

Posted Wednesday, August 28, 2019 3:00 am *The Leader*

### **Catherine Winters**

There were food trucks and art displays  
a carousel for the children and a maddening line for drink tickets  
(the wise and flush did stock up, and by late in the first day the glitch, whatever it was, was gone) There was a luminarium, a memorial, a momentous gathering of music lovers  
There was an open space on a flat plain where wristband-lacking locals could join the party, hear the music, and have every good chance to spend their money  
There was a feeling of  
firstness There was ample  
elbow room  
(Sold out, not crowded. A privileged experience)

I saw infant-sized hearing protection in pastel candy  
colors like classic Fender guitars  
I saw tiny tots turned away in tears from an overcapacity  
venue; a primary concern for next year  
let all the children boogie!  
I saw generations x, y and z throw a grappling hook into this  
town and carve the words 'hold fast' between their knuckles  
I saw baby boomers and boatyard babes represent together on the dance  
floor I saw all forms of fashion flung together in a frenzy of glorious self-  
expression, the complete lack of a dominant style  
(all times are now)  
I saw multiple monsters of bass drive scores of staid people to ecstatic  
dancing and I am humbled and inspired  
and quite sure I should try using a pick  
again long live the tube amp!  
I saw a fringe-faced cowboy on legs as long and lean as an exotic  
bird who sang sultry songs of love for his fellow man  
I saw crowdsurfing and pogo dancing and moshing and a conga  
line in the same crowd to the same song  
as a band that defies category wove their way  
through a Venn diagram of Punk-Beat-AcidJazz-  
ArtRock (Did I mosh? Friend, as always, I did not.

Did I fullbody push a gleeful mosher back into the pit when she fell my way?

Dear reader, with an exhale of nostalgia and great satisfaction, I  
did.) I saw people in hot-sun clothes fall away with the coming of  
shadows I saw a performance nearly cancelled by the nightly  
blufftop winds union crews do not f\*ck around with safety  
hold, please!  
and then - sweet relief - the show did go on

I heard house music of my grandmother's great  
generation I heard a power trio become a family affair  
when the new queen of psychedelic guitar  
welcomed her sister and mother to the  
stage  
I heard visitors from afar say it was the best show of the season

I felt the return of sincerity  
and am grateful for the death of ironic detachment  
I missed the bands that were playing while other bands were  
playing I never did make it into the luminarium  
I had fresh donuts and good coffee and watched one man with an acoustic  
guitar bring it down  
in the golden hour, the slanting late summer  
rays a breath, a lowering of the shoulders  
before the revamp of the amps

And on the walk home, because you have to work in the  
morning you still hear the headliner, at the top of the hill,  
among the houses and you admit that it is loud from up there  
and probably wise to turn off the amps at  
ten and good neighbors, let that be enough  
Because we need this THING.

*(Catherine Winters is a Port Townsendite, the copy editor at The Leader, and the bassist and belter in  
Dead Man's Gold.)*

To: Diane Moody  
 From: Cody Griffith  
 Subj: Sales Board Report: Q4 - 2020 Strategies and Trends  
 Date: 9.25.19

Although not quite as robust as last year in group market segments, we are still on target to meet our overall combined accommodation budget. This is also a trend as shared by *Visit Seattle* and the hotel community. (See below TRENDS for more details).

| MARKET SEGMENT:   |                       |                    |                     |                                 |                   |                    |
|-------------------|-----------------------|--------------------|---------------------|---------------------------------|-------------------|--------------------|
| Group Sales       |                       |                    |                     |                                 |                   |                    |
| 2019              | Confirmed Contracts   |                    |                     | Tentative Business on the Books |                   |                    |
|                   | Accommodations        | Meeting            | Catering            | Accommodations                  | Meeting           | Catering           |
| Quarter 3         | \$307,170.52          | \$84,594.00        | \$170,038.40        | \$0.00                          | \$0.00            | \$1,800.00         |
| Previous          | \$326,849.00          | \$85,624.00        | \$161,304.00        | \$24,160.00                     | \$2,400.00        | \$9,477.00         |
| \$ Change         | -\$19,678.48          | -\$1,030.00        | \$8,734.40          | (\$24,160.00)                   | (\$2,400.00)      | (\$7,677.00)       |
| % Change          | -6%                   | -1%                | 5%                  | -100%                           | -100%             | -81%               |
| Quarter 4         | \$102,248.00          | \$10,883.00        | \$57,008.00         | \$17,000.00                     | \$3,885.00        | \$13,700.00        |
| Previous          | \$68,176.00           | \$8,378.00         | \$42,427.00         | \$92,800.00                     | \$15,270.00       | \$78,750.00        |
| \$ Change         | \$34,072.00           | \$2,505.00         | \$14,581.00         | (\$75,800.00)                   | (\$11,385.00)     | (\$65,050.00)      |
| % Change          | 50%                   | 30%                | 34%                 | -82%                            | -75%              | -83%               |
| <b>2019 TOTAL</b> | <b>\$409,418.52</b>   | <b>\$95,477.00</b> | <b>\$227,046.40</b> | <b>\$17,000.00</b>              | <b>\$3,885.00</b> | <b>\$15,500.00</b> |
| <b>2020</b>       | <b>Accommodations</b> | <b>Meeting</b>     | <b>Catering</b>     | <b>Accommodations</b>           | <b>Meeting</b>    | <b>Catering</b>    |
| Quarter 1         | \$84,021.00           | \$12,907.00        | \$49,996.00         | \$0.00                          | \$0.00            | \$0.00             |
| Previous          | \$75,821.00           | \$12,207.00        | \$45,496.00         | \$0.00                          | \$0.00            | \$0.00             |
| \$ Change         | \$8,200.00            | \$700.00           | \$4,500.00          | \$0.00                          | \$0.00            | \$0.00             |
| % Change          | 118%                  | 144%               | 35%                 | #DIV/0!                         | #DIV/0!           | #DIV/0!            |
| Quarter 2         | \$165,338.00          | \$29,835.00        | \$61,450.00         | \$17,000.00                     | \$300.00          | \$0.00             |
| Previous          | \$154,638.00          | \$24,435.00        | \$54,850.00         | \$0.00                          | \$0.00            | \$0.00             |
| \$ Change         | \$10,700.00           | \$5,400.00         | \$6,600.00          | \$17,000.00                     | \$300.00          | \$0.00             |
| % Change          | 7%                    | 22%                | 12%                 |                                 |                   |                    |
| Quarter 3         | \$222,720.00          | \$30,050.00        | \$87,198.00         | \$0.00                          | \$0.00            | \$0.00             |
| Previous          | \$177,794.00          | \$17,800.00        | \$64,198.00         | \$0.00                          | \$0.00            | \$0.00             |
| \$ Change         | \$44,926.00           | \$12,250.00        | \$23,000.00         | \$0.00                          | \$0.00            | \$0.00             |
| % Change          | 25%                   | 69%                | 36%                 | #DIV/0!                         | #DIV/0!           | #DIV/0!            |
| Quarter 4         | \$92,672.00           | \$16,656.00        | \$50,843.00         | \$0.00                          | \$0.00            | \$0.00             |
| Previous          | \$55,262.00           | \$10,461.00        | \$20,343.00         | \$0.00                          | \$0.00            | \$0.00             |
| \$ Change         | \$37,410.00           | \$6,195.00         | \$30,500.00         | \$17,000.00                     | \$300.00          | \$0.00             |
| % Change          | 68%                   | 59%                | 150%                |                                 |                   |                    |

| Partners          |                                  |                    |                     |
|-------------------|----------------------------------|--------------------|---------------------|
| 2019              | Projected Business on the Books* |                    |                     |
|                   | Accommodations                   | Meeting            | Catering            |
| Quarter 3         | \$269,657.06                     | \$55,674.50        | \$187,313.00        |
| Previous          | \$266,977.00                     | \$44,065.00        | \$152,855.00        |
| \$ Change         | \$2,680.06                       | \$11,609.50        | \$34,458.00         |
| % Change          | 1%                               | 26%                | 23%                 |
| Quarter 4         | \$19,581.00                      | \$9,028.00         | \$36,540.00         |
| Previous          | \$18,924.00                      | \$7,854.00         | \$13,440.00         |
| \$ Change         | \$657.00                         | \$1,174.00         | \$23,100.00         |
| % Change          | 3%                               | 15%                | 172%                |
| <b>2019 TOTAL</b> | <b>\$289,238.06</b>              | <b>\$64,702.50</b> | <b>\$223,853.00</b> |

Partners

| 2020              | Accommodations      | Meeting             | Catering            |
|-------------------|---------------------|---------------------|---------------------|
| <b>Quarter 1</b>  | <b>\$77,822.00</b>  | <b>\$20,947.00</b>  | <b>\$39,575.00</b>  |
| Previous          | \$77,822.00         | \$20,947.00         | \$39,575.00         |
| \$ Change         | \$0.00              | \$0.00              | \$0.00              |
| % Change          | 0%                  | 0%                  | 0%                  |
| <b>Quarter 2</b>  | <b>\$131,336.00</b> | <b>\$43,321.00</b>  | <b>\$185,897.00</b> |
| Previous          | \$231,336.00        | \$43,321.00         | \$185,897.00        |
| \$ Change         | -\$100,000.00       | \$0.00              | \$0.00              |
| % Change          | -43%                | 0%                  | 0%                  |
| <b>Quarter 3</b>  | <b>\$283,140.00</b> | <b>\$59,553.00</b>  | <b>\$163,722.00</b> |
| Previous          | \$283,140.00        | \$59,553.00         | \$163,722.00        |
| \$ Change         | \$0.00              | \$0.00              | \$0.00              |
| % Change          | 0%                  | 0%                  | 0%                  |
| <b>Quarter 4</b>  | <b>\$19,870.00</b>  | <b>\$8,247.00</b>   | <b>\$38,367.00</b>  |
| Previous          | \$19,870.00         | \$8,247.00          | \$38,367.00         |
| \$ Change         | \$0.00              | \$0.00              | \$0.00              |
| % Change          | 0%                  | 0%                  | 0%                  |
| <b>2020 TOTAL</b> | <b>\$512,168.00</b> | <b>\$132,068.00</b> | <b>\$427,561.00</b> |

| Leisure           |                     |            |                 |
|-------------------|---------------------|------------|-----------------|
| 2019              | Revenue             | Occupancy  | ADR             |
| <b>Quarter 3</b>  | <b>\$707,720.00</b> | <b>19%</b> | <b>\$458.00</b> |
| Previous          | \$628,530.00        | 15%        | \$368.00        |
| \$ Change         | \$79,190.00         | N/A        | \$113.00        |
| % Change          | 13%                 | 4%         | 31%             |
| <b>Quarter 4</b>  | <b>\$261,175.00</b> | <b>12%</b> | <b>\$481.00</b> |
| Previous          | \$165,598.00        | 6%         | \$330.00        |
| \$ Change         | \$95,577.00         | N/A        | \$135.00        |
| % Change          | 58%                 | 6%         | 41%             |
| <b>2019 TOTAL</b> | <b>\$968,895.00</b> | <b>12%</b> | <b>\$465.00</b> |

| 2020              | Revenue             | Occupancy  | ADR             |
|-------------------|---------------------|------------|-----------------|
| <b>Quarter 1</b>  | <b>\$32,286.00</b>  | <b>9%</b>  | <b>\$525.00</b> |
| Previous          | \$21,688.00         | 7%         | \$368.00        |
| \$ Change         | \$10,598.00         | N/A        | \$157.00        |
| % Change          | 49%                 | 2%         | 43%             |
| <b>Quarter 2</b>  | <b>\$180,505.00</b> | <b>12%</b> | <b>\$682.00</b> |
| Previous          | \$139,175.00        | 7%         | \$443.00        |
| \$ Change         | \$41,330.00         | N/A        | \$239.00        |
| % Change          | 30%                 | 5%         | 54%             |
| <b>Quarter 3</b>  | <b>\$316,079.00</b> | <b>12%</b> | <b>\$572.00</b> |
| Previous          | \$93,903.00         | 9%         | \$267.00        |
| \$ Change         | \$222,176.00        | N/A        | \$305.00        |
| % Change          | 237%                | 3%         | 114%            |
| <b>Quarter 4</b>  | <b>\$5,000.00</b>   | <b>1%</b>  | <b>\$267.00</b> |
| Previous          | \$0.00              | 0%         | \$0.00          |
| \$ Change         | \$5,000.00          | N/A        | \$267.00        |
| % Change          |                     | 1%         |                 |
| <b>2020 TOTAL</b> | <b>\$533,870.00</b> | <b>52%</b> | <b>\$351.00</b> |

**Partner** – While adding new programs, future revenues are stagnant based on equal amount of cancellations due to deferred registration, availability and rate attrition.

The following programs were cancelled post booking:

|                              |                                 |                       |
|------------------------------|---------------------------------|-----------------------|
| • Goddard Artistry Residency | September 2019 (day of arrival) | Est. \$5,040          |
| • Centrum Story Telling      | October 2019                    | Est. \$1,000          |
| • Centrum Water World 2      | March 2020                      | Est. \$35,000         |
| • WASP In-Service #1         | April 2020                      | Est. \$46,500         |
| • Madrona Soul Motion        | April 2020                      | Est. \$13,900         |
| • Madrona Soul Motion 2      | May 2020                        | Est. <u>\$6,000</u>   |
| <b>TOTAL:</b>                |                                 | <b>Est: \$107,440</b> |

**Leisure** – Even though fall is a vigorous season for group business limiting the weekend and weekday availability, leisure travelers continue to fill in need dates. Our discounted multi-night stay offers and 3<sup>rd</sup> party record bookings identify leisure will surpass budgeted goals by month end.

Short term accommodations blocked out of service due to Operations staff shortage impacted overall staff efficiencies and short-term leisure bookings.

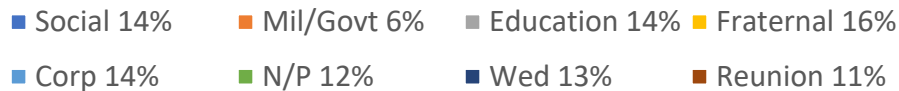
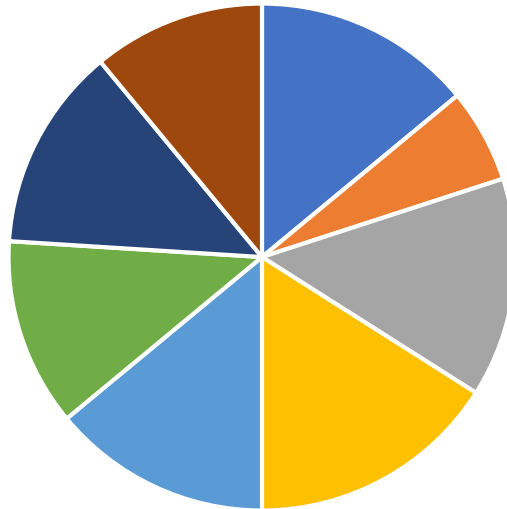
**Group** – Our lead inquiries continue to build in volume. It is recognized that many traditional social group bookings are absorbed in leisure such as wedding, memorial and reunion guests. Although netted in the overall budget, a 2020 tactic is to better identify for appropriate market segment capture especially during call-in reservations.

We continue to sell strategically and to cultivate customer relationships. Some notable mentions include the following recent actualized key business:

|                 |  |  |
|-----------------|--|--|
| Fred Hutch      | <br>FRED HUTCH<br>CURES START HERE® | Inaugural conference, accommodation buy-out    |
| City of Seattle |                                     | Inaugural retreat, Mayor Jenny Durkan attended |
| UW Immunology   |                                     | Return group, near buy-out                     |



## 2019 Est Market Segment - Group Sales Contracted Business on the Books



### Q4 and 2020 STRATEGIES:

1. Slight reorg to department – Redefine roles for improved productivity, growth & accountability  
Create 3 new roles to impact business development and lead generation
  - a. Catering Manager
    - i. Goal: Coordinate catering sales by actively selling and up-selling business opportunities
    - ii. Event planners currently coordinate nearly 500 annual planned events
  - b. Sales Lead Coordinator
    - i. Goal: Increase engagement, efficiencies and growth through incoming lead inquiries
    - ii. Group sales average 15 inquiries per day
  - c. Senior Business Development Manager
    - i. Goal: Generate new business through prospecting, cold-calling, scheduling appointments and building relationships
  
2. Redefine 2 Group Sales Managers
  - a. Account Managers
    - i. Goal: Expediously convert leads to contracted business

3. Redefine 2 Marketing Positions = 1.5 FTE
  - a. Internal Marketing Manager
    - i. Goal: The benefits of well-structured internal marketing is a critical position to further establish our FW teams as “internal customers”
  - b. Experiential Marketing Manger
    - i. Goal: The benefits of well-structured large events planning increases revenue & creates seamless collaboration with Operations
    - ii. Experiential marketing is a growing trend which involves marketing a product or a service through experiences that engage the customers and create emotional attachment to the product/service
4. Continue multi-year focus
  - a. Group YTD 2020 business on the books 52% to estimated goal (2 year booking window)
  - b. Leisure YTD 2020 business on the books 29% to estimated goal (1 year booking window)
5. Current business on the books outreach –
  - a. Group Sales to call existing groups and offer bookend (pre- and post-) extended stays (based on availability) and holiday with accommodation events
  - b. Reservations’ protocol to call existing guests to welcome, offer upgrades and extended stays (based on availability), communicate campus and community happenings
6. Introduced new series of intradepartmental conversations that challenge and inspire our managers while fostering new ideas, collaborations and solutions to meet our strategic priorities, specifically:
  - c. House Keeping and Leisure/Group Sales - quarterly
  - d. Food & Beverage and Events Team- quarterly
  - e. Housekeeping, Maintenance, Front Desk and Sales – quarterly
7. Continue interdepartmental strategy meetings to meet our strategic priorities, specifically:
  - f. Marketing – weekly
  - g. Group Sales – weekly
  - h. Events planning – monthly
  - i. Front Desk – monthly
  - j. Reservations – monthly
8. Training
  - a. 2 Events Managers to participate in October 15-17, 2019 Washington Events & Festival Association (WFEA) Workshop, Ellensburg, WA
9. Site Tours with 3<sup>rd</sup> Party Planners
  - a. Sales & Marketing Director to site HPN Representative October, 2019 (HPN places over 400 qualified meetings per month)

## TRENDS:



### According to *Visit Seattle* Q3 End Cap Report:

#### July 2019 vs 2018

- 89.6% occupancy (last year - 90.3%)
- \$257 ADR (last year - \$279)
- \$230 RevPAR (last year - \$252)

#### August (estimated results) – August 2018 featured all time ADR and RevPAR records

- 90.5% occupancy (last year - 92.5%)
- \$259 ADR (last year - \$290)
- \$235 RevPAR (last year - \$268)
- Washington State Convention Center (WSCC) % of YTD Goals:
  - 80% of \$502,500 definite business
  - 89% of \$1,170,000 tentative business
- Seattle's growing leisure travel has never been stronger  
However, like all industries, travel and tourism is vulnerable to economic conditions. Of the top-12 international travel markets, only the U.S. and Turkey are not growing. Immigration policies and negative political rhetoric are partly responsible
- Conventions are increasingly cancelling meeting dates in cities and states that legislative policies of exclusion and leisure travelers are increasingly choosing destinations by conscience
- Seattle is opening more space for meeting planners and in 2020 will have two convention centers, adding an additional 440,000 square feet of useable space, nearly double what is currently available  
Demands for hotel rooms and meeting space continues to outpace supply despite 3,000 new guest rooms added in 2018

#### Future 2020: Per the Hotel Data Conference held in Nashville, TN mid August:

- Hot topics included overall assessment of where we are in the lodging cycle (nearing peak if not past peak)
- Signs of an upcoming slowdown or recession

# SEPTEMBER MARKETING CREATIVE

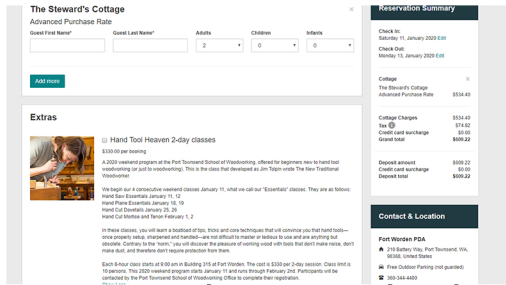
General Sales Banner



THING Bounceback Offer



School of Woodworking Promotion



PT Leader Digital Ad



1889 Digital Ad



## SEPTEMBER MARKETING BOARD REPORT

### Upcoming Advertising & Collateral Being Developed:

OutdoorsNW Magazine Ad – Drops October 29, 2019 (Targets Northwest Region, 35-54)

Rose Theater Screen Ad – Drops October 1, 2019 (Targets Locals)

PT Leader Print Ad – Drops October 2, 2019 (Targets Locals)

Website Refresh – Launch Scheduled Week of September 30, 2019

Sales Tool: Group Sales Rack Card – Drops Q4

Sales Tool: Holiday Gathering Teaser – Drops Q4

Sales Tool: Fort Worden Informational One Sheeter – Drops Q4

### Website Analytics:

Overall Pageviews:

|                      |               |                    |
|----------------------|---------------|--------------------|
| • Homepage           | 32% Pageviews | 43.43% Bounce Rate |
| • /stay-here         | 11% Pageviews | 55.46% Bounce Rate |
| • /eat-here          | 8% Pageviews  | 68.37% Bounce Rate |
| • /stay-here/camping | 7% Pageviews  | 64.35% Bounce Rate |
| • /stay-here/cottage | 5% Pageviews  | 66.48% Bounce Rate |

\*Bounce rate within industry standard of 30-50%

Audience Demographics:

- Top 5 cities: Seattle, Port Townsend, Tacoma, Bremerton, Olympia.
- Top 5 states: Washington, California, Oregon, Texas, Colorado.
- Age range: 25 – 44.
- 55% female, 44% of followers are male.

### Social Media Analytics:

- As of July 2019, Instagram (@fortworden) had 1,456 followers. As of September 2019, we have 1,609 followers - **increase of 10.5%** - gaining 100+ in the few days pre/post/during the Thing fest.
- As of July 2019, Facebook (@fortwordenpda) had 6,674 likes. As of September 2019, we have 6,972 - **increase of 4.5%**.

## Q1 – Q3 (January – September):

### **F&B, Partner, & Community Mentions**

- **F&B:**
  - ✓ Facebook, 25 posts out of 145 total posts = **17%**.
  - ✓ Instagram, YTD, 10 out of 94 total posts = **10%**.
- **Partner:**
  - ✓ Facebook, 28 posts out of 145 total posts = **19%**.
  - ✓ Instagram, YTD, 13 out of 94 total posts = **14%**.
- **Community Mentions:**
  - ✓ Facebook, 19 posts out of 145 total posts = **13%**.
  - ✓ Instagram, 8 out of 94 total posts = **8%**.

*\*The remainder of posts were brand awareness posts for Fort Worden.*

*\*\*Important to note that these #'s do not include Facebook for Reveille, Taps or the Canteen.*

### Instagram

- ✓ Audience:
  - Top 5 cities: **Port Townsend, Seattle, Port Angeles, Sequim, Tacoma.**
  - Top 5 countries: **United States, Canada, UK, Germany, Iraq.**
  - Age range: 59% of female audience are between the ages of 25 – 44. 55% of male audience are between the ages of 25 – 44.
  - **72% of followers are female, 28% of followers are male.**

### Facebook

- ✓ Audience:
  - Top 5 cities: **Port Townsend, Seattle, Sequim, Port Angeles, Tacoma.**
  - Top 5 countries: **United States, Canada, UK, Mexico, Japan.**
  - **70% of followers are female, 29% of followers are male.**

### Other Notable Initiatives, Events & the Communities Reactions:

- ✓ **Now offering Elopement Packages at Fort Worden!**
  - Caption: Did you know that Fort Worden now offers Elopement packages? If you and your partner are looking for a more intimate experience for your upcoming nuptials - look no further! Our team has you covered. Email sales@fortworden.org or call #360.344.4400 ext. 222 to learn more about our offerings today! Thanks to Jen Lee Light for the beautiful image.
  - **2,090 people reached, 234 engagements, 104 reactions, comments & shares.**
- ✓ **Jeff Tweedy stops by Chimacum Corner Store on his way to Thing festival**
  - Caption: *Thank you @jefftweedy for making our neighbors over at Chimacum Corner Farmstand's cantaloupe 🍈 dreams come true! 🥰*
  - **6,348 people reached, 1,275 engagements, 516 reactions, comments & shares.**
- ✓ **The Seattle Times guide to the "Tastiest eats in Port Townsend"**
  - Article share & caption: *With an abundance of farmers, makers and bakers in and around Jefferson County, it's no wonder that Port Townsend is a foodie's paradise! From the Commons Beer Garden to the Vendor Village at the McCurdy Pavilion, many of our favorite local "eats"*

- will be featured this weekend at the inaugural [THING](#). Don't miss out! Big thanks to [The Seattle Times](#) for the sweet write up.*
- **1,837 people reached, 202 engagements, 37 reactions, comments & shares.**

**Examples of comments over the month on social media:**

- *Fulfilled a life-long dream to see them play my hometown. Thank you. **(On Thing)***
- *Such a well-run event. It was great! Wonderful music, great vendors, no lines. Thanks and we'll be there next year! **(On Thing)***
- *GREAT event, thank you Fort Worden and STG! **(On Thing)***
- *I love Fort Warden it is so beautiful with all the forests and hiking trails then you got the bunkers and guns, plus all of the beaches. It's always adventures when you go to Fort Warden. **(On the Property)***
- *Many a lovely July evening over the years spent here. in poetry workshops--while the water was our 'WHITE NOISE" BUT BEAUTIFUL... Great memories! **(On the Centrum Writers Workshop)***

**Collaborative Marketing Wins w/Partners:**

- Introduced Partner “add-on” opportunities: EX) PTSW offer is live
- Launched Partner e-mail banner opportunities: EX) Centrum & FOFW participated
- Contributed to collaborative arts brochure spearheaded by PTSA for distribution on ferries
- Completed Partner rack card