



AGENDA
Joint Board of Directors Meeting
Fort Worden Public Development Authority (FWPDA) and the Fort Worden Foundation
Wednesday, October 23, 2019 | 9:00 a.m. – 12:00 p.m.
Commons A, Building 210, Fort Worden

Regular Board Meeting

- I. Call to Order
- II. Roll Call & Staff Introductions
 - A. Kodi Semon, Food & Beverage Department Administrative Assistant
 - B. Aislinn Palmer, Operations Executive Assistant
- III. Partner Presentation: Friends of Fort Worden
- IV. Changes to the Agenda
- V. Public Comment
- VI. Correspondence
 - A. Partners Report
 - B. September 17, 2019 Executive Committee Minutes
 - C. Cash Flow Report
 - D. October Employee of the Month/Employee Newsletter
 - E. October 2 Boat Launch Open House Public Comments Summary
 - F. Dave Robison response to Jay Neville email “Thing Concert/Cherry Pedestrians/Cyclists”
 - G. Board Nomination Committee recommendation and packet
- VII. Consent Agenda
 - A. Review and Approval of Regular Board Meeting Minutes, September 25, 2019
Action: Motion to approve September 25, 2019 Board Meeting Minutes
- VIII. Review and Discussion of Financials
 - A. Staff Report
 - B. Board Discussion
- IX. Ad Hoc Board Governance Committee
 - A. Staff Report
 - B. Board Discussion
Action: Motion to approve the formation of an ad hoc Board Governance Committee
- X. Staff Report
 - A. Special Events
 - B. Current Construction Projects & Major Repairs

- C. Leasing Update
 - D. Marketing and Sales Report
 - E. Point Wilson Light House
- XI. Makers Square Business Plan Presentation (scheduled to begin at 10:30 a.m.)
- A. Staff Report
 - B. Board Discussion
- XII. Public Comment
- XIII. Next Meetings
- A. Executive Committee Meeting: November 19, 2019, 9 a.m.
 - B. Board of Directors Meeting: November 27, 2019, 9 a.m.
- XIV. 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.
- XV. Adjourn

OCTOBER FORT WORDEN PARTNERS UPDATE

Partner	Last month Bright Spot(s)	Events next month (<u>NOVEMBER</u>)			Any long lead “heads ups”?
		Day/Time	Event	Leader/Faculty	
Centrum	<p>Ukulele – Hosted 135 participants</p> <p>Emerging Artist Residency – Six artists for the month; hosted retrospective exhibit at Northwind Arts Center, featuring works by past Centrum artists</p>	11/6 7:30 p.m.	Kronos Quartet	Lucinda Carver, Chamber Music Series	2020 Workshops open for registration on Centrum’s Super Tuesday, November 5 at 12:01 a.m.
Madrona	<p>Launched twice weekly SeniorFit classes</p> <p>43 participants, 7 states + Canada, 5-day program w/int’l movement facilitator.</p>	10/26 10am-5pm 10/21-11/25	<p>Workshop: Increasing Consciousness Through Body Energetics, Wisdom and Love</p> <p>6-week Qigong series</p>	Robert Novak Carol Long, Yi Ren Qigong Certified Instructor	
Friends of Fort Worden	<p>Fully attended guided geology walk with renown leader.</p> <p>Trail Team volunteers removed evasive weeds on Chinese Garden Trail</p>	Oct 20 – 10:00 to noon Oct 26 - 9:30 to noon	<p>Sundays in the Park -Fall walk explores the Flora</p> <p>Trail Team work party - w/ Native Plant Society</p>	Janine Anderson, Terry LeLievre, Matt Berberich Jan North, Will Barrett	<p>Meteorologist Cliff Mass to be featured speaker at Friends Support The Fort celebration</p> <p>Chinese Garden interpretive trail opening next year</p>

Port Townsend Marine Science Center	Fifty-plus volunteers picked up over 700 lbs of trash from around PT, contributing to the annual International Coastal Clean Up	10/19 @1 PM 10/20 @ 3PM	Protection Island Fall Migration Cruise Future of Oceans Lecture	We partner with Puget Sound Express on these cruises <i>Northwest Pacific Corals impacts of Ocean Acidification</i> Alex Gagnon, UW Oceanography Professor	Ray Troll, artist, and Kirk Johnson, Director of the Smithsonian Natural History Museum <i>Cruising the Fossil Coastline</i> Lecture and Book Signing Nov 16 @ 7PM in the Commons
Port Townsend School of the Arts (PtSA)	PtSA Program Proposal deadline, Oct. 1: > 80 classes/workshops *2 nd Annual Sherry Grover Art Sparks Benefit & Sale- lines around the block for the opening day of the sale!	Saturday, 10/19; 1 PM October 17-19, 9AM-4 PM	Art Salon Series: Jaleesa Johnson & Cicelia Ross-Gotta, Centrum Emerging Artist Residents Found Object Mythology with Michael deMeng	Northwind Arts Center, Port Townsend Co-partnered event with PtSA, NAC, Centrum PtSA Visiting Artist Series	Fall Visiting Artists: Mushroom & Lichen Dye Workshop, Alissa Allen, 11/8-10 Other Events Cruisin'The Fossil Coastline Lecture and Book Signing, November 16, 7PM, co-sponsored event with PTMSC

[Centrum](#) envisions a future where anyone from anywhere can nurture their creativity in an environment that is supportive, challenging and uplifting – building a world of greater civility and inclusion through the arts.

[Friends of Fort Worden](#): Through volunteer service and financial support, the nonprofit Friends of Fort Worden works closely with park management to enhance, preserve, and promote this wondrous place. Projects include a gift shop/visitor information center, trail signs, interpretive nature trails, bicycle racks, water-bottle filling stations, regular trail maintenance and invasive-weed control, online and printed trail maps, guided walks, and a quarterly newsletter.

[Port Townsend Marine Science Center](#): Inspiring conservation of the Salish Sea through lifelong citizen science projects, education programs, and a museum and aquarium exhibits.

[Port Townsend School of the Arts](#): where arts education builds community connected by a passion for creativity. Our mission is to bring out the artist in everyone.

[Madrona MindBody Institute](#): a locally loved, internationally renowned center for conscious living and the moving arts



Fort Worden

— PORT TOWNSEND —
A HISTORIC GATHERING PLACE

APPROVED Minutes
Executive Committee Meeting
Fort Worden Public Development Authority (FWPDA)
Tuesday, September 17, 2019 | 9 a.m. to 11 a.m.
Seminar Building 297, Fort Worden

- ❖ Motion to approve the August 20, 2019 Executive Committee Minutes as amended. **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 (by phone)
Immediate Past President: Cindy Finnie (by phone)
Other Board Members: Terry Umbreit, Todd Hutton
Staff: Rufina Garay, Diane Moody, David Opp-Beckman, Joan Rutkowski; Lane DeCamp (Fort Worden Foundation Staff)
Public: David Goldman
- III. Review of Board meeting agenda**
Executive Committee members and staff reviewed anticipated agenda items for the September 25th board meeting.
- IV. Review of Cash Flow Report**
Chief Financial Officer Diane Moody reviewed the Cash Flow report (see packet on website). She noted that August was a very strong month, and she expects the PDA to be in a good cash position for the rest of the year.
- V. Review and Approval of August 20, 2019 Executive Committee Minutes**
Action: Motion to approve the August 20, 2019 Executive Committee Minute as amended.
Unanimously Approved

The Executive Committee amended the minutes to reflect clarification on how the Nominating Committee works when a Board member who is on the committee due to charter rules is also seeking re-appointment: applicants who are also Nominating Committee members per charter assignments

must recuse themselves when deliberations about their applications begin. Board Chair Norm Tonina also clarified that a full board vote is not needed to establish a board subcommittee.

VI. Staff Update & Board Discussion

- **Current Construction Projects & Major Repairs**

Director of Capital Projects David Opp-Beckman provided an update on construction projects and major repairs. Water and Phase 2 sewer work around Non-Commissioned Officers (NCO) Row units is scheduled for January through March 2020, and Opp-Beckman is working to minimize impacts to nearby partner organizations. In his update he also noted that State Parks will soon conduct an ADA assessment of Fort Worden and will establish what it would take to meet ADA standards. He said this will include cost information. Board member Todd Hutton encouraged the PDA to have an ADA compliance officer in place, ideally in time for this review, and Moody expressed support for the idea. Makers Square construction is still on schedule despite contractors discovering unanticipated lines for water, sewer, electric, and communications, Opp-Beckman said. As for glamping, Opp-Beckman said the PDA will soon receive bids for two components of the project: the construction of tent platforms and a community hall for the glamping area. He said that having this work separated into two projects that are each under \$350,000 allowed staff to send an RFP to a select list of subcontractors. The digital display board for the energy efficiency project will soon be installed, Opp-Beckman said. Heckscher and Tonina asked how the PDA is doing with offsetting costs and whether or not we are meeting the savings projected. Tonina suggested that staff provide a post-mortem on how the PDA has achieved the desired savings through the project; Moody noted the need to work with the data to ensure an “apples to apples” comparison. She added that the PDA recently received an \$80,000 one-time-only rebate for the project from the Public Utility District.

- **Leasing Update**

Chief Strategy Officer Rufina Garay provided an update on the process to establish a lease with KPTZ. Discussions have included exploring requirements for historic tax credits and a lease structure that would allow for more qualified reimbursable expenses.

- **Special Events**

Executive Committee members and staff discussed observations and feedback about THING. Moody said staff leaders recently met with Seattle Theater Group (STG) staff to review how the event went, and suggestions for improvement have been noted in case an event happens again next year. Moody reported that it was a positive experience for both STG and PDA staff, and the PDA received numerous unsolicited positive comments. Tonina noted that it was a very family-friendly event. If there is a second THING, more could be done to make sure the public is aware that much of the grounds can be freely accessed outside of the gated music areas, he said. Moody reported that attendance was 7,000 people per day, and this tally includes 1,300 children under the age of 13 who got in for free each day. Because of the spaciousness and success of the event, Moody said that if the event is offered again it’s possible that up to 10,000 tickets could be sold each day and the event could expand to three days. Moody said STG lost money on THING, as planners expected for a new event, and an additional day and increased capacity could provide efficiencies that increase revenue. Moody said the finance department is working on final accounting to determine net income for the PDA. Garay added that she heard from food vendors who said it was their best revenue-producing festival of the year.

Board members and staff talked about traffic management efforts. Staff and board members expressed appreciation for the numerous, possibly hundreds, of bicycles that people used on loan from The ReCyclery. Moody said the only complaint she received was about the size of the private shuttle buses, and she said local bus options could be pursued early in the planning process if the event happens next year.

Garay summarized feedback from the Neighborhood Advisory Committee's end-of-summer event debrief. Many committee members were ticketholders, and the committee's feedback was largely positive, she said. Garay said the committee also shared the concern about the shuttle buses. Some of their concerns about traffic flow are in the City's realm to address, Garay noted. Garay said that she and committee members observed how **THING** highlighted the PDA's mission and the unique nature of Fort Worden, in which the public can freely enter and experience national and international performances. She said the PDA successfully coordinated a core group of volunteers to help with recycling, and they were essential for the sorting that was needed to ensure the integrity of the recycling streams.

Garay said some local businesses had increased sales, and some shared that they had less activity than usual. This didn't deter their support of the event, she said, it just encouraged interest in having tie-ins, such as discounts for ticketholders or activities like the party held at Propolis Brewing. Tonina suggested that the PDA have a downtown information center if the event happens next year.

Tonina shared the board's appreciation to PDA staff for their work on **THING**. Board members also expressed support for the placement of an advertisement in the *Leader* to thank the community for embracing **THING**.

VII. Makers Square Planning Framework

Lane DeCamp, Chief Advancement Officer for the Fort Worden Foundation, presented a PowerPoint about the construction phases for the three Makers Square buildings and emerging options for attracting tenants. He said he presented the framework to a gathering of partners on September 11th to facilitate discussion early in the process. Measures for success include having creative public programs that are financially sustainable and involve collaboration among partners, the PDA, and the community, DeCamp said. Programming could focus on themes relevant to the region, community, and Fort Worden's mission. Four options for populating the buildings range from offering market rate rents at the outset to securing contributed income to fully fund rent for two years. Options also vary in terms of whether an RFP model or a juried nomination process shapes programming. DeCamp said he believes a traditional RFP model with little to no contributed income wouldn't be a sufficient financial model and would provide limited vitality.

DeCamp said he envisions a mix of occupancy lengths across all three buildings, with some spaces more favorable for longer-term leases and some spaces providing short-term occupancy options that would allow creative organizations to take risks and innovate.

DeCamp said this model maximizes contributed income by filling Square spaces and driving more visitors to the area. It also prevents being locked in from the beginning with a set of tenants and provides flexibility, he said. Having incubator spaces with cycling uses help the PDA learn what works and what doesn't work while it entertains interest in long-term leases, DeCamp added. Short-term users could extend and adopt standard leases with longer terms, he said.

Board members expressed interest in seeing a detailed business plan with a management structure and a timeline for milestones that precede opening. Board member Cindy Finnie said she would like more details about costs and how tenants and users will be found before the anticipated opening. DeCamp said he has been working with a team of PDA staff members and board members on an operations plan and that process led the group to realize an updated mission and framework for the Square also were needed. There is a desire to have occupants when building renovations are finished, he said. Board Treasurer Jeff Jackson noted that everyone needs to understand the challenge of building a business plan for a start-up and that the plan won't have the rigor that is expected of established organizations with operating experience. Board member Todd Hutton described the emerging plan as a disciplined, structured business model for a business incubator that has flexibility built into it. DeCamp said detailed proformas have been prepared with different lease and rental scenarios. The maximum revenue that needs to be generated to fully fund rental space [for one year] is \$95,000, he said. DeCamp said key steps in the process are happening concurrently, and some don't have end dates because they are ongoing needs. Construction should be complete by summer 2020 and the opening celebration is tentatively scheduled for October 2020, he said.

Board and staff noted the difference between occupancy options in Makers Square and existing leases for partners who are elsewhere on campus. Existing partners may be interested in space at Maker Square, and DeCamp shared that he and Opp-Beckman are providing a series of tours for partners through the construction site and buildings so that they can envision future uses. Board Secretary Jane Kilburn thanked DeCamp for hosting the tours and encouraged him to bring partners to the planning table. DeCamp said a draft of the RFP for Makers Square will soon be distributed to partners for feedback.

It was noted that a finalized plan for Makers Square will be presented at a joint meeting between the boards of the PDA and the Fort Worden Foundation on October 23rd.

VIII. Public Comment

David Goldman shared that the discussion about Makers Square shows the lack of bandwidth among staff. He suggested that one of the principles that should guide the Makers Square process is the consideration of how much anyone who wants to get involved would expand bandwidth and help make it a success. It should be asked whether they have the skills, money, or ideas that make it easier to carry the project through, Goldman said. He said this principle could work with any of the potential operating models.

IX. Adjourned: 11:09 a.m.

Monthly Cash Flow Projection					
Hospitality Services					
	Projected				
	Sept	Oct	Nov	Dec	TOTAL
1. CASH ON HAND	395,851	274,563	297,563	349,563	
2. CASH RECEIPTS					
Lodging & Services	510,000	525,000	474,000	450,000	1,959,000
(Main Account (Payment- Owed)	0	0	0	0	-
Leases	8,854	8,000	8,000	8,000	32,854
From Advance Deposits	0	0	0	0	-
Loan or Other Cash Injection	0	0	0	0	-
Grants	1,000				1,000
3. TOTAL CASH RECEIPTS	519,854	533,000	482,000	458,000	1,992,854
4. TOTAL CASH AVAILABLE	915,705	807,563	779,563	807,563	3,310,394
5. CASH PAID OUT					
Personnel and Payroll Expenses	372,000	340,000	310,000	310,000	1,332,000
General Operating	169,142	120,000	120,000	120,000	529,142
Furniture-Fixtures-Vehicles					-
Leasehold Improvements					-
Fund/Account Repayment	100,000	50,000			150,000
Subtotal	641,142	510,000	430,000	430,000	2,011,142
Loan Principal Payment					
6. TOTAL CASH PAID OUT	641,142	510,000	430,000	430,000	2,011,142
7. CASH POSITION	274,563	297,563	349,563	377,563	
Difference from previous report	75,982	70,982	124,982		

Previous Month Report

Monthly Cash Flow Projection					
Hospitality Services					
		Projected			
	Aug	Sept	Oct	Nov	TOTAL
1. CASH ON HAND	280,427	395,581	198,581	226,581	
2. CASH RECEIPTS					
Lodging & Services	1,178,232	560,000	580,000	500,000	2,818,232
(Main Account (Payment- Owed)	0	0	0	0	0
Leases	8,723	8,000	8,000	8,000	32,723
From Advance Deposits	0	0	0	0	0
Loan or Other Cash Injection	0	0	0	0	0
Grants	25,000				25,000
3. TOTAL CASH RECEIPTS	1,211,955	568,000	588,000	508,000	2,875,955
4. TOTAL CASH AVAILABLE	1,492,382	963,581	786,581	734,581	3,977,125
5. CASH PAID OUT					
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					0
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					
6. TOTAL CASH PAID OUT	1,096,801	765,000	560,000	510,000	2,931,801
7. CASH POSITION	395,581	198,581	226,581	224,581	



Fort Worden

Team Member Newsletter

October 2019

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

END OF SUMMER EMPLOYEE PARTY

As the busy season slowly comes to an end, it was time for the end of summer employee party. Everyone that attended had a great time hanging out and having fun. The survivor style relay race had 50 participants who braved extreme tasks to complete the race. At the end it was a brutal Rock, Paper, Scissors tie breaker between Director of Finance, Sonya Baumstein and F&B Director Maryna Frderiksen. Maryna secured the win for her team! The "best of" nominations ended with Mel Carter winning for Best Attitude and Best Team Spirit. Daniele Costello won for Best Dressed, Dylan Quarles won for Class Clown, Ms. Fort Worden went to Mercedes Dunn and Mr. Fort Worden was awarded to Jess Morris. The newly formed Employee Experience Committee is planning the next event, the employee Christmas Party! Please feel free to reach out to anyone on the committee with ideas or suggestions! Members of the committee are: Holly Height-HR, Mercedes Dunn-Sales, Dylan Quarles-Maintenance, Carolyn Zipeto-Finance, Mel Carter-Housekeeping.



Did You Know?

2019 Additional PTO for Eligible Team Members

As a thank you for all of your hard work this summer, we are giving every eligible employee a "End of Summer" (EoS) Personal Day (8 hours) to use at your discretion. Eligible employees who worked during the last pay period (payroll 9/13/2019) will see your EoS Personal Day added to your TSheets Paid Time Off (PTO) bank by 10/1. You will be able to use that additional time off day starting 10/2. If you do not use this benefit by year end (12/31/2019), the PDA will reimburse you for it by 01/31/2019 on a regular payroll. Personal day reimbursement will not apply to any other yearly personal days remaining at year end, this reimbursement is unique to only the End of Summer Personal Day. *Please note: Seasonal, On-Call and Temporary employees are not eligible for this benefit, but we would love for you to join our growing team to give you benefits like this in the future. Contact hr@fortworden.org for more information about our open positions.*

Core Value of the Month • Pro-Active

We are pro-active every day in our actions with guests, employees, and board members. We are focused on ensuring results are targeted to meet or exceed specific goals. We enthusiastically and eagerly accept or initiate new challenges. We are curious and open-minded to new ideas, suggestions and change. We do "whatever it takes" with a winning and solutions focused attitude. We, as a team, proved this over and over during the THING festival in August. It took all of the Forts resources and team members to come together with ideas and suggestions to make THING so successful!

Leadership Spotlight: Ken Porter- Reservation and Revenue Manager



After retiring from a fruitful career in retail management, Ken accepted a part time position as Fort Worden Front Desk agent in September 2015. He quickly became full time and accepted the Reservations Supervisor position. In July 2016, Ken developed a new department, Reservations, which catapulted our leisure hospitality as one of our revenue generators.

Fort Worden has been entwined in Ken's life for generations: his father-in-law was stationed here during the Korean War and had at least one intimate visit with the Guardhouse, now Taps, from missed curfews due to his enjoyment of the community and its lovely female residents. After graduating from UW with a Masters in Librarianship, Ken and wife Shannon moved to Port Townsend in 1984 to raise their three children for whom he also coached their Little League games in an empty Fort Worden field now known as Commons.

Ken is passionate about the Fort and ensuring that our housing is maximized for all of it's potential, ensuring that the Fort maintains it's magic for future generations of families to experience and to encourage the continued investment in our human capital – our people.

Ken, thank you for all of your accomplishments and continued zeal for the Fort.

Employee of the Month: Mercedes Dunn



There are certain people who work at the Fort that EVERYONE knows! Mercedes is one of those people. If she hasn't already met you, she will! Her outgoing personality works like a magnet for everyone around her. She began working at the Fort in October of 2018 training in dual roles as a Reservation and Front Desk Agent. She quickly elevated to the role of Guest Experience Coordinator on the Sales and Event Planning Team. Learning is Mercedes' passion as she constantly challenges her personal growth in every aspect where she applies herself. When you ask her team members what word they would use to describe Mercedes, it's a quick response: ORGANIZED! Please congratulate her when you see her out and about on campus! Thank you, Mercedes, for all you do!

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!

*Surrounded by sea and mountains in historic Port Townsend,
Fort Worden is a national treasure that enriches lives by
engaging people in the arts, ideas, wellness, nature, community
and play*



Holly Height Human Resources Manager
hheight@fortworden.org or ext. 122

Angela Loresch Human Resources Assistant
aloresch@fortworden.org or ext. 110

To reach us both:
HR@fortworden.org

To request PAID TIME OFF
PTO@fortworden.org

Thank you! From the HR Team in Building 298!

Fort Worden State Park – Boat Launch Open House
Friends' Barn, Fort Townsend State Park – October 2, 2019
Public Comments

- As the biology teacher at Port Townsend High School, I'm interested in partnering with State Parks to study the change in the nearshore ecosystem both on land and in the water. Specifically, I'd like my students to gather initial data about location and abundance of eel grass. If possible, I'd like students to assist in eelgrass restoration/planting/monitoring and then gathering data to study the change in this area before and after the boat launch is implemented. I realize this will be a multi-year process with multiple phases. Thanks for considering this partnership. I would also welcome guest speakers into my classroom to talk about the environmental considerations as well as sharing some of the stakeholder's perspectives. March or April 2020 would be an excellent time to collaborate.
- I have already spoke at the last Fort Worden meeting, in favor of support for the new boat launch. I also read Russ Howell's article in Port Townsend Leader on September's issue of the boat launch and I agree with his opinion. There is not very many boat launches, and none are in a better area as Fort Worden! I've seen the drawings of the proposal of a new launch, and think it looks great! Its more open, being elevated I hope will be more environmental less impact, and it should serve the public well. Thank you very much for your hard work up to this point!
- There needs to be a scaled "similitude" model test to validate the assumption that there will not be a sand build up on the ramp. Please publish the design of this test and when results will be published. This test should be done by a third party with no vested interest in the outcome of the results such as the University of Washington. This test needs to account for the extreme high and low tides of winter and summer besides what might be called an average tide cycle.
- Visual Simulation 1 – North view. It appears that there is a car on the mid span of the pier. I am sure it is supposed to be a boat on the other side of the pier. This visual is confusing because just across the water in Coupeville, there is a pier that cars can drive on out to a building. If this is not the intent of the foot pier, then I suggest the boat be moved or removed to make the visual more clear.
- I hope the pier will allow fishing and crabbing – also provide power for squid fishing lights.
- Port Townsend is a maritime community. Boat activity including launching boats into local water is essential to our town. A proper, environmentally sound and functional launch is an excellent idea/proposal and should be supported & implemented/built sooner than later. The existing launch is essentially un-usable at this time.
- Boat ramp – yes.
- I favor the elevated boat ramp and would use it provided there is parking for vehicle & trailer. The overflow parking would need to be striped. I also favor the planned pavilion for folks to picnic at the

end of the pier. Hands-on experience for the youth would be a good thing to continue at the Marine Science Center.

- Of course people will be pissed by the loss of the Marine Science building on the current piers – but elimination of the creosoted wood and freeing the movement of sand makes sense. Thanks for taking comment. Please don't be intimidated by loud voices.
- It is ironic that less than 2 weeks after the youth-led Climate march that mobilized over 4 million people worldwide, Parks and Recreation is holding a meeting to promote a new boat launch at Fort Worden State Park. The proposed project is ill-conceived, costly and unnecessary, for the following reasons.
 1. First, it is ill-conceived. Bisecting what is arguably the most popular swimming and lounging beach on the Olympic Peninsula should simply be a non-starter. Worden, under the Preferred Alternative, would be further tasked with becoming a destination launch area for petroleum powered boats. Rather than take young people seriously when they call for a diminution of our petroleum-based society, Parks continues to plan for an economy that has a limited lifetime. Moreover, Worden already is fed by additional vehicles that serve functions generated by the PDA. Glamping, petanque courts, even like "The Thing," and eateries such as "Taps." Have all begun under the auspices of the PDA. Considerable planning has gone into the special events to attempt to minimize and mitigate impacts on the park environment, but there is no way that transporting smaller and larger boats to launch at the park could be mitigated. Cumulative impacts of growing use at Worden need to be considered sooner than later.
 2. Second, it is costly. Removing the current boat ramp to permit transport of sand, and migration of fish would be a positive outcome. But using taxpayer dollars to benefit a small slice of boaters is not good planning when there are overwhelming needs for more dollars to mental health, the developmentally disabled, and environmental health during our current crisis. The existing boat ramp should be removed, but building a new ramp is not environmentally sound, nor is it sustainable in a broader sense.
 3. Third, it is unnecessary. Port Townsend already has a very adequate launch at the boat harbor. There is also a spacious area to park trailers there. Why Parks should compete with the boat harbor launch – which also has the benefit of short-stopping trailered traffic as it enters town, and preventing heavy arterial use in residential areas – is unclear.

Finally, Parks needs to carefully assess all new proposals for their impacts on the environment and climate change. Houston has been flooded, a Bahamas island flattened, California towns burned, and our own Southern resident orcas pushed toward extinction. We as a society need to plan for a hundred years, not just 5 years. We need to plan several generations ahead to be relevant to today's needs. Parks can lead in this planning...or it can continue to assume that nothing has changed. I invite Parks to choose the former path.

Joan Rutkowski

From: Dave Robison
Sent: Saturday, September 21, 2019 6:34 AM
To: Michael Evans
Cc: J; Rufina Garay; Joan Rutkowski
Subject: Re: Thing Concert / Cherry Pedestrians / Cyclists

Mike & Jay,

Just a short note as I am on holiday and out of the country.

We have sent all vendors and contractors a map and our good neighbor policy requesting all to use Redwood. In addition, all FW partners also have been informed via email and formal presentations. All PDA staff receive this during their orientation as well as regular staff meetings. We also have the map posted by staff time clocks. There should be a significant decrease due to these measures.

It would be great to get the city signage in place as soon as possible

Dave

Sent from my iPhone

On Sep 21, 2019, at 1:12 AM, Michael Evans <mevans@cityofpt.us> wrote:

Hi Jay and Dave,

Jay, I forwarded your email to our Public Works for ETA on local access signs. I also inquired of them and our Special Events Coordinator about their thoughts on the barrier for other events.

Dave, I'm not sure if you know which contractor or entity may have been driving the Kohler truck (if not Kohler), but is it feasible to have someone from PDA contact them and request them to drive on Redwood and not Cherry if they're doing work at the Fort?

Similar to this and you may already have it in place, is there a means the PDA can inform contractors or new vendors (assuming current vendors already know), to use Redwood rather than Cherry?

Thanks,

Michael

From: J <portownie@gmail.com>
Sent: Friday, September 20, 2019 2:50 PM
To: Dave Robison <drobison@fortworden.org>; Michael Evans <mevans@cityofpt.us>
Subject: Thing Concert / Cherry Pedestrians / Cyclists

Dear Dave and Chief Evans:

I feared the worst - but The Thing concert was professionally run. The traffic barrier

at the Cherry/Redwood split did a tremendous job of reducing 90 pc of the traffic which would have swamped Cherry residents.

It was such a success - easy to implement, low cost and with high rate of success - that I suggest the Fort and City look for other occasions when the barrier may be used. I would like to point out that the Jazz Fest in particular was a busy high traffic week notable for the heavy traffic at nearly all hours of the day and night. From 5 a.m. until 1 a.m. visitors at the Fort come and go. Closure of Cherry for all or part of Jazz Fest would be welcome relief. Back to the Thing Concert - it is more than just a Saturday and Sunday traffic event. We saw heavy truck traffic all week hauling gear used in the set-up of the event and for two days afterwards for the removal. Maybe barricade installation before the Saturday event day is warranted.

FYI - I saw over 100 people - individually or in groups - use Cherry as a pedestrian means of accessing Thing. I recognized some of the concert goers and they walked from The Uptown and other distant neighborhoods. This foot traffic was all day including after the event closure. Imagine dozens of people walking up the hill after the concert to return home unmolested by vehicle traffic. I was thrilled to see this.

This is a segue into a scene I witnessed fifteen minutes ago. A Kohler electrical generator truck towing a trailer rumbled up Cherry, past my house, and then down into the Fort, I was working on my garden and I stopped to watch. A middle-aged bike rider of grandmotherly appearance was coasting down the hill on her way to the Fort. Before she reached the stop sign at the bottom of the hill the truck and trailer caught up with her. The cyclist heard the loud rumble and so she entered the grassy margin since there is no bike lane (thankfully she did not slip on the slick grass) while the truck and trailer to avoid a collision drove into the southbound/upwards side of the roadway.

I am inquiring about the Local Access signs that Public Works had ordered. Is installation still scheduled?

Regards,

Jay Neville

CITYOFPT 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 correspondence with a government entity may be disclosable to third party requesters under the Public Records Act.



— **PORT TOWNSEND** —

A HISTORIC GATHERING PLACE

DATE: October 14, 2019

TO: Mayor Deborah Stinson and City Council
Fort Worden PDA Board of Directors

FROM: Fort Worden Nominating Committee – Mayor Deborah Stinson, Norm Tonina, Jane Kilburn, Renee Klein, Brian Hageman, Valerie Stewart, Dave Robison

RE: Fort Worden PDA Board Member Nominations

Background

The Fort Worden Public Development Authority (PDA) is currently managed by a nine-person board of directors (the “Board”). The terms held by two board members, Norm Tonina and Jeff Jackson, expire in October.

In February 2016, the City Council amended the PDA’s charter to establish a Nominating Committee (“Committee”) to solicit candidates and interview potential PDA board members. Committee members are directed to review the candidates and rank them based on skill level, experience and other qualifications. The Committee makes a recommendation to the Council. The Nominating Committee is comprised of the Port Townsend Mayor (Deborah Stinson), PDA Board Chair (Norm Tonina), PDA Board Secretary (Jane Kilburn), PDA Executive Director (Dave Robison), Fort Worden Partner Representative (Renee Klein, Madrona MindBody), Chair of the Fort Worden Advisory Committee (Valerie Stewart) and the Fort Worden Park Manager (Brian Hageman).

Under the City/PDA charter “the Council should give due consideration to the recommendations of the committee, but is not bound to accept the committee’s recommendations. The council, if it does not appoint a member recommended by the committee, shall ask the committee for new recommendations.” (Section 2.84.060 PTMC)

Board Member Recruitment

The PDA advertised the board vacancies for two weeks in the Port Townsend and Jefferson County *Leader* (September 4th and September 11th, 2019). Staff and board also discussed the vacancies at the PDA’s July board meeting, and communications to organize Nominating Committee members also began in July. The two PDA board members whose terms expire this year expressed interest in being considered for reappointment and an

200 Battery Way
Port Townsend, WA 98368-3621
360.344.4400
www.fortworden.org

additional application was received after *The Leader* advertisement for a total of three applicants:

- Naushard Cader
- Jeff Jackson
- Norm Tonina

Nominating Committee Recommendation

After interviews of the three candidates, the Nominating Committee unanimously recommends to the City Council that the following three candidates be offered positions on the Fort Worden PDA Board:

1. Naushard Cader

Naushard has applied for the PDA board to provide conscientious team leadership based on his background as an accountant and consultant for national and multinational for-profit and not-for-profit organizations. His expertise includes auditing financial statements, guiding business operations for performance improvements and compliance, and designing strategies to support growth. While working for PwC (formerly the separate companies of Price Waterhouse and Coopers & Lybrand), Naushard managed clients and project teams within the assurance, advisory and tax divisions. As part of his independent consulting work, Naushard is serving as Chief Financial Officer for the Quimper Mercantile. A professional reference of Naushard's noted his exceptional skills in finance matters and his ability to think outside of the box and develop innovative solutions. Naushard has a Master's in Public Administration from the John F. Kennedy School of Government at Harvard University, and he completed Harvard Law School's Program on Negotiation.

2. Jeff Jackson

Jeff has served as the PDA Treasurer for the past four years and has been a board member since 2013. Jeff's experience in operating, leading and investing in for-profit and not-for-profit entities has helped guide the PDA's growth; early on he played a key role in helping staff develop accurate financial reporting systems. Jeff has extensive experience in providing leadership in the areas of finance, sales, and marketing in the hospitality and travel industries. His career background includes working as Vice President and Controller for American Airlines, as a Chief Financial Officer for Sabre/Travelocity, and board treasurer of the Woodall Rodgers Park Foundation. Jeff currently is a managing director at Thayer Ventures, a venture capital firm that invests exclusively in startup hospitality technology companies.

3. Norm Tonina

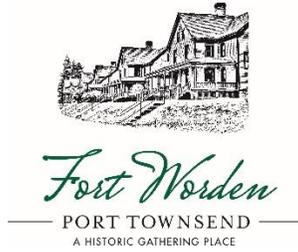
Norm has served as the Chair of the Board for the last three years and has been a member since the PDA's inception in 2011. Norm's experience in business planning, organizational development, and staff leadership effectiveness has been instrumental in the PDA's success to date. During his tenure on the board, the PDA has stabilized operations, increased year-round occupancy, launched the redevelopment of Makers Square, and helped to develop leasing strategies for new community and residential partners. Norm's career background includes business development and human resources at Microsoft and work as the chief human resources officer for a nonprofit organization that fights global poverty. His current work includes teaching graduate-level industrial and organizational psychology classes at Seattle Pacific University and serving on the Board of Directors of First Federal Community Foundation.

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Attachments

Recruitment and Nominating Committee materials are attached:

1. Board Member Interview Schedule
2. Interview Questions
3. Board Member Letters of Interest and Resumes
4. Board Member Job Description
5. Current and Prospective Board Member Skills Matrix



PDA Board Nominating Committee Interview Schedule

Dunbar Room, Building 200, Second Floor

Thursday, October 10, 2019

Board Nominating Committee Members: Dave Robison (PDA Executive Director), Norm Tonina (PDA Board Chair), Jane Kilburn (PDA Board Secretary), Valerie Stewart (Fort Worden Advisory Council), Renee Klein (Madrona MindBody/PDA Partner), Deborah Stinson (Mayor, City of Port Townsend), Brian Hageman (Olympic View Area Manager, State Parks)

Thursday, October 10 Interview Schedule:

8:00 a.m. Settle in/review process

8:15 a.m. Jeff Jackson

8:45 a.m. Break

9:00 a.m. Norm Tonina

9:30 a.m. Break/Debrief

*10:15 a.m. Naushard Cader (remote interview)

10:45 a.m. Deliberations & Recommendations

11:15 a.m. Adjourn

*Exact timing TBD.

From: [Naushard Cader](#)
To: [Joan Rutkowski](#)
Cc: [Naushard Cader](#)
Subject: PDA Board Recruitment Advertisement - Naushard Cader
Date: Wednesday, September 25, 2019 6:18:23 PM
Attachments: [Naushard Cader Resume_PDA.docx](#)

Joan Rutkowski,
Executive Coordinator

Dear Joan,

I'm writing to you regarding the advertisement appeared on Port Townsend Leader, for the vacancy and recruitment of board positions for the PDA.

I'm submitting this cover email, and my resume; I would like the Fort Worden Public Development Authority (PDA) nominating committee to consider my application for the position advertised.

I'm traveling overseas from October 2 - 17; I can be reachable via skype/email/zoom for interviews during this period. I will be available in person at Port Townsend on or after October 18, 2019, for interviews.

My resume in --word format-- is attached to this email.

Have a great week ahead.

Best regards,
Naushard Cader

Naushard Cader


Naushard Cader

Conscientious team leader — audit of SEC financial statements; and internal business operations for performance improvements and compliance. Proven business-consulting advisor — implement business transformation agendas and regulatory requirements; analyze & assess profitability landscape and design strategies within organizations to support growth. Extensive experience in multiple key industry sectors and geographic markets.

Financial Accounting o Management Accounting o Costing & Budgetary Techniques o Financial Statements Audits o Internal & Operations Audits o Product Profitability Mapping & Analysis o Process, Risk and Controls Assurance o Project & Engagement Management o Relationship Management o Recruitment, Training, Development, Coaching & Mentoring
o Implementation of COSO, AML, FCPA, TAX, SOX, Dodd-Frank, Basel, FFIEC o Growth, Innovation & Imitation

Professional Experience

Independent Consultant 2014 - Present

Cambridge, MA

[Develop, plan and execute consulting engagements focused on Growth, Innovation and Operations]

- Delivered activity-based profitability analysis and identified profit levers for a large Swedish corporation, resulting in products/services re-prioritization strategy for Growth.
- Designed and facilitated growth and innovation workshops with senior management teams of 2 Finnish paper and forestry companies.
- Delivered IT risk and governance operations assessment for a U.S based payments corporation.

PricewaterhouseCoopers (PwC) 2003 – 2009; 2012 – 2014

New York, NY

[Managed clients and project teams within assurance, advisory and tax divisions]

- Delivered, Too Big To Fail (TBTF) resolution planning (controlled bankruptcy strategic plans) projects for two global banks; identified strategic gaps that were high risk in nature including interconnectedness of shared service entities and third-party vendors, as a response to Dodd-Frank Financial Stability Act.
- Audited & overhauled anti-money laundering program for a large U.S investment bank in NY, to meet regulatory requirements in response to OCC Matters Requiring Attention (MRA's) letter.
- Designed risk and controls dashboard for swaps and derivatives operations of a major US Asset Management institution as a response to CFTC/SEC compliance request.
- Combined SOX and Basel requirements in an innovative project for a large European bank.
- Successfully implemented SOX requirements for Japanese bank, Technology Company, and an international chemical company.
- Led planning and execution of 1441 Withholding Tax risk/control project for of 2 large US banks based on evolving business processes and requirements.
- Seconded to a global team that developed audit procedures for PwC's digital platform -- Audit Transformation Project **Aura** for the world-wide firm use.
- Provided internal audit services through co-sourcing and outsourcing models to multiple PwC clients in manufacturing industry.
- Led a project to prototype SOX risk/control matrix and associated process mapping for purchases cycle for large oil and gas corporation; later adopted for business cycles across company.

Price Waterhouse (PW) 1999-2003

Dubai, UAE

[Managed clients and project teams within assurance and risk management divisions]

- Provided internal audit services, optimizing clients' needs for a number of global corporations in multiple industries including for two flagship airlines in the United Arab Emirates.
- Led annual financial audits of 2 large oil and gas corporations, reported results in IFRS and US GAAP. In addition, reviewed and ensured compliance with production sharing agreements.

Coopers & Lybrand (C&L) 1993 - 1999

Colombo, Sri Lanka

[Managed clients and project teams within assurance and risk management divisions]

- Gained valuable professional training in planning and executing engagements including auditing, accounting, M&A financial due diligence, investigation, and business performance assessment.
- Identified and investigated a significant corruption scheme within a governmental/NFP project.
- Rose from associate auditor (Coopers & Lybrand) to audit supervisor overseeing 20 auditors.

Education

- M.P.A., Harvard University – Graduate Degree
- Program on Negotiation, Harvard Law School - Certification
- C.I.A., The Institute of Internal Auditors – Professional Designation
- F.C.A., The Institute of Chartered Accountants – Professional Designation (undergraduate equivalent specialized in accounting, auditing, corporate law, tax, costing, and economics)

Academic Awards and Professional Contributions

- Winner: Overall Academic Merit Prize (Auditing, Business Law, Tax, Economics, Cost & Management Accounting) at the Licentiate Final Exam ICASL, National Level
- Winner: Subject Prize in Commerce and Finance in Advanced Level, National Level
- Winner: PricewaterhouseCoopers Chairman's Award, New York Metro Region Level
- Technical Instructor: Accounting, Accounting Standards (IFRS/GAAP), Auditing & Audit Methodologies, Cost & Management Accounting, PwC Advisory University, PwC Internal Audit Academy, PwC Start, C&L Audit Approach (CLAA), Team Mate, Group Systems.

Representative Volunteer Work/Affiliations

- Harvard Alumni Association (HAA): Appointed Board Director/Committee Member (2014 - 2018)
- Harvard Alumni Global Financial Markets Forum: President (2015 – present)
- PT Meditation Center (Present)
- PwC Financial Literacy Initiative –St Anselm Catholic School, NY: Champion Ambassador
- Harvard Business School Community Action Partnership: Probono Consultant for Episcopalian Church, Boston

Representative Clients

Stora Enso, UPM, Huhtamaki, Diageo, Mitsui Chemicals, Hess, Emirates Airlines, Etisalat Telecom, Gartner, Fisher Scientific, Nike, The Limited, Thyssenkrupp, UBS, RABO, Deutsche Bank, Morgan Stanley, State Street, Shell, Agip
ENI

To the PDA Board Nominating Committee:

Thank you in advance for consideration of extending my term as Board member and Treasurer of the Fort Worden PDA. As you know, I have been a member of the Board from just prior to the PDA taking over management of the Fort in May of 2014.

I believe we have accomplished an enormous amount during this start up period including creating from scratch financial reporting, invoicing and Audit worthy financial statements for a \$6 million revenue entity. The team has added hospitality services, renovated old buildings, expanded the culinary offerings and partnerships while more than doubling the revenue of the entity. Further, our approach includes reinvesting any excess cash from operations back into the buildings and service offerings of the Park. We have accomplished this while helping to subsidize the operations of Partners in order to carry out a critical component of our mission: lifelong learning and community involvement.

My background in operating, leading and investing in all sizes of for and not for profit entities has been an important part of this growth. Much of my professional experience has been in the travel and hospitality space and perhaps more importantly in early stage startup operations. Having been directly involved in oversight and leadership of a variety of functional areas from finance to strategy to marketing and sales allows me to take for a balanced and comprehensive approach to board participation and leadership. Another element I have brought to my tenure on the Board is building professional relationships with multiple employees at the Fort, both at senior and mid management levels. This is an important element to the culture we're building at the Fort and has the follow on benefit of enriching the broader community in Port Townsend through our ability to attract and retain interesting and talented individuals.

Where are we now-?

While we have made tremendous strides in the last five years, the task ahead, albeit different, may be even more challenging. Having stabilized the operations, we now must tackle the additional tasks of adding of new Partners, structuring sound and sustainable leases with existing partners, operating on a break-even basis year in and year out (and likely through a recession) and sourcing well over \$50 million in capital to restore, repair and maintain aging and long ignored buildings and infrastructure. We must become an employer of choice for all range of employees, from hourly workers to seasoned and experienced leadership roles.

This will require balanced Board leadership--balanced in bringing experience in oversight of complex organizations but also possessing the empathy skills to connect with employees and appreciate the challenges our not for profit arts and educational Partners face.

Examples I would offer include: working the front check in desk on multiple occasions during employee all hands meetings and also serving in check-in and service roles during events such as Jazz in the Clubs. I regularly hold mentoring 1/1's with employees in several functional areas. Finally, I appreciate the challenges faced by Partners on several fronts: my wife is a practicing contemporary artist, is on the Board of Centrum and launched Centrum's Emerging Artist Program, held every October for the last 4 years. Finally, we have been active supporters of Centrum, PT School of the Arts and the Woodworking School.

I hope this gives you a sense of my commitment to the Fort and its financial, operational and mission success. I would be humbled to continue to serve and look forward to our conversation the week of Oct. 7th.

Best regards,

Jeff Jackson

[Redacted signature block]

JEFFERY M. JACKSON

EXECUTIVE / PROFESSIONAL SUMMARY

Broad operating and strategically oriented executive with experience in evaluating, assessing and transforming businesses. Established reputation for leading teams, developing and sustaining business partnerships and identifying strategic growth opportunities. Multiple Board experiences in a variety of industries, both public and private and not-for profit.

EXPERIENCE

THAYER VENTURES, INC.

San Francisco, CA

Venture capital firm based in San Francisco, CA. Thayer Ventures is the only VC firm that invests exclusively in startup technology companies that serve the global travel, hospitality and transportation industries. <http://www.thayerventures.com/> Thayer Ventures partners with entrepreneurs to develop and build technology companies that generate shareholder value for our Limited Partners. As of July 2019, Thayer Ventures had raised three funds and held ownership positions over 25 early stage companies.

Managing Member

3/12-Present

Identify and evaluate early stage companies for investment. Work with entrepreneurs to develop strategic plans and improve operating results. Fund raise with individuals, institutions, Strategics and family offices. Regularly sought by Founder/CEO's to become a Board member due to operating and strategic experience. Sit on Boards of Beekeeper (Zurich), Reservamos(Mexico City), BookingPal, Groupize, TripBam, Traxo, Optii Solutions and ID90Travel.

SABRE HOLDINGS, INC.

Southlake, TX

\$3 billion travel distribution, technology and Software Company owned by TPG and Silverlake Partners. Sabre was traded on the NYSE from 1996 to 2007. The company operates 3 business units; Travel Network (Rev, \$1.5B), providing sophisticated travel technology to approximately 45% of the world's travel agencies; Travelocity (Rev, \$0.9B), a global online travel agency and media company and Airline Solutions (Rev, \$0.4B), a software as a service provider to over 200 airlines. Sabre has over 9,000 employees and operates in 59 countries, generating well over \$500 million in annual EBITDA.

Executive Vice President

8/09-3/12

Led specific projects in Asia to help Sabre expand its Travel Network line of business.

Executive Vice President & Chief Financial Officer

8/98-8/09

Led the Finance organization, which ranged from 300- 500 employees and included functional areas such as Mergers & Acquisitions, Corporate Strategy, Investor Relations, Corporate Accounting, Treasury, Tax, Internal Audit, Purchasing and Corporate Services.

- Led 9-month "take-private" transaction, including a bidding process with 8 of world's largest private equity firms.
- Oversaw company-wide cost cutting effort, which has yielded over \$400 million in cost saves in 2 years.
- Worked successfully in several different governance ownership environments: partially owned subsidiary of large public company, publicly owned listed on NYSE and owned privately by two prominent Private Equity firms.
- Held Board of Director position of Travelocity.com (previously a publicly held company listed on the NASD exchange).
- Facilitated the multi-year migration from a largely US based company to one with over 60 percent of its operations and headcount outside the US.
- Completed purchase of U.K. based lastminute.com for approximately \$1.2 billion, the largest online travel retailer in Europe, which significantly expanded Sabre Holdings' international revenue and market share.

- Drove significant improvement in finance organization infrastructure and systems.
- Completed \$467 million “take private” transaction of Travelocity.com, repurchasing 30% minority stake held by the public. Sold \$400 million in common equity securities. Led 1-week roadshow during difficult travel industry environment.
- Sold airline-outsourcing business to EDS. Deal size approximately \$800 million. Complex transaction including sale of assets, negotiating 10 year operating agreement and gaining concurrence from key customers. Led 3-day roadshow to explain deal to sell side analysts and key shareholders.
- Completed full spin off of Sabre from AMR Corporation and led two-week “spin-off” road show.
- Managed complex Sarbanes-Oxley environment; managed multiple relationships with buy and sell side Wall Street analysts.
- Completed over 25 acquisitions and divestitures with an aggregate value of approximately \$8 billion.

AMR CORPORATION/AMERICAN AIRLINES, INC.

Dallas, TX

Vice President & Controller

1/98-8/98

Vice President-Corporate Development & Treasurer

3/95-1/98

Key accomplishment was the legal separation and the IPO of The Sabre Group. Supervised over 120 employees and managed over 100 banking relationships.

EDUCATION

1982-1984

**J. L. KELLOGG GRADUATE SCHOOL OF MANAGEMENT
NORTHWESTERN UNIVERSITY, Master of Management**

Evanston, IL

1975-1979

DARTMOUTH COLLEGE
A.B. in Economics/Government
4-year letterman in Varsity Lacrosse

Hanover, NH

PROFESSIONAL BOARDS

03/07-5/18

RENT-A-CENTER, INC.
Chairman of the Audit Committee and Board member.
Rent-a-Center (RCII) is a publicly held \$3.2 billion(revenue) market leader in the rent-to-own retail space. Lead Board discussions to move into adjacent businesses including virtual rent to own retailing, locating RAC point of sale locations in large retailers and upgrading internal sales, marketing and financial systems.

Plano, TX

12/13-Present

FORT WORDEN PDA
Board Member, Treasurer and Member of the Executive Committee
The Fort Worden Public Development Authority is a special purpose public agency created by but managed independently of the City of Port Townsend. The PDA is responsible for managing a 90-acre Campus (on a 434 acre site) subject to a 50 year lease with Washington State Parks. The PDA rents to individual and group travelers: 73 historical buildings including large and small homes, individual dorm rooms and other lodging facilities. Additionally, the PDA offers meeting rooms of a variety of sizes, performance venues and art, sculpture, woodworking and educational facilities. Dining is available in a variety of venues including large scale banquet, canteen, café and bar facilities. The PDA employs over 120 people and manages a \$6 million annual budget on a breakeven basis.

Port Townsend, WA

6/09-02/13

WOODALL RODGERS PARK FOUNDATION
Executive Board Member and Treasurer
Foundation responsible for the fund raising, construction, programming and maintenance of a 5.2-acre Urban Park built over an existing freeway. Project budget of \$110 million of Federal, State, City of Dallas and private funds. Park opened in Sept. 2012.

Dallas, TX

2/10-11/12

GETTY IMAGES, INC.

New York, NY

Chairman of the Audit Committee and Board member.

Getty Images is a \$700 million revenue creator and distributor of still imagery, footage, music and other content. Majority owned by Hellman & Friedman. Serve as the only independent Board member. Active in financial and strategic matters, providing management assistance/expertise at the direction of the CEO and Board.

09/07-06/11

CARLETON COLLEGE

Northfield, MN

Parents Advisory Committee Member, Elected Chair by College President in August, 2009
Participating member of the College Board of Trustees

Norm Tonina

22 September 2019

Dear Fort Worden PDA Nominating Committee:

By means of this letter, please let me express my interest in continuing to serve on the Fort Worden Public Development Authority. In my initial application to this Committee in August 2011, I spoke about my interest in serving on the PDA to assist in the Fort's rehabilitation and preservation so future visitors can comb its beach, hike its trails, visit its museums, enjoy the cultural experiences offered, and play on the parade grounds just like I have been able to do with my family since 1999. And, I am happy to report the PDA has successfully delivered on its commitment to keep the gates open during our first 5+ years of campus management.

While the PDA has sustainably managed the campus at Fort Worden since May 2014, we are not without our challenges. While stabilizing operations at the Fort, increasing occupancy throughout the year, rehabilitating the campus as our resources allow, and attracting new community and residential partners, we have been able to mostly deliver on our targets. The challenges we will face over the next five years will be every bit as daunting as we continue to tackle a monstrous deferred maintenance number, react to unplanned infrastructure and building failures, work with existing partners as they expand their programming while attracting additional partners, open Makers Square, and prepare for our next financial commitment to State Parks which begins in 2021. As PDA Chair, I have built relationships – mainly positive – across the full range of stakeholder groups. Staff has come to leverage my expertise across a range of issues and know me to share my perspective in a direct but respectful manner, with the ultimate goal of collaborating in solutions that optimize for the Fort's long-term sustainability.

In addition to my passion for Fort Worden and Port Townsend, I have a breadth of experience in for-profit, non-profit, university and community organizations that are relevant to the challenges we face each day. My experience in the areas of business planning, organization and leadership effectiveness, building relationships across stakeholder groups, and, ultimately, delivering a track record of results have been helpful in my board service at Fort Worden to date. Throughout all of my career experiences, I have built a reputation for assembling and leading strong teams, developing talent, collaborating effectively with a range of stakeholder groups, and meeting my stated commitments. I believe the experiences I have accumulated as a member of the PDA board and throughout my career will continue to benefit the PDA and the Fort's stakeholders through another term. My resume is attached for further review.

I look forward to discussing how my qualifications and experience continue to align to the challenges and opportunities Fort Worden faces in the future.

In Service,



Norm Tonina

Norman J. Tonina, Jr.



Career Summary

- Culture, Talent, and Leadership strategy professional with strong business experience consistently assigned to strategic challenges, often including start-up, turnaround, re-engineering and change efforts
- Extensive experience interfacing with CEOs, their leadership teams, and Board of Directors, providing in the moment feedback and coaching to propel both leaders and their organization forward
- Effective influencer, leveraging relationships, communications, and external partnerships to drive change
- Seasoned leader with ability to attract, coach, and develop high-potential talent while clarifying group direction and streamlining / rationalizing resource investment

Work Experience

Fort Worden Public Development Authority (PDA)

Port Townsend, Washington

Chairman of the Board

October 2015 – Present

Board Director, Treasurer

November 2011 – October 2015

The PDA’s mission is to manage the Lifelong Learning Center to be financially self-sustaining, and to infuse the Fort with the beauty and energy that allows it to reach its potential as a gathering place for individuals, families and groups who seek enrichment and discovery through life-long learning.

- Turned around a hospitality operation which was losing \$700K annually under State Parks leadership by quadrupling revenues in 5 years and growing workforce from 11 to 130 full-time employees, peaking at 175 employees during Summer 2018.

Seattle Pacific University, Industrial / Organizational Psychology Program

Seattle, Washington

Adjunct Professor

January 2012 – Present

- Designed PhD/Masters-level Strategic HR Leadership and Design curriculum taught annually; includes a session with an immersion into leadership coaching.
- Co-designed and -teach a Design Thinking for Change Management course annually.

First Northwest Bankcorp

Port Angeles, Washington

Board of Directors

October 2014 – Present

First Federal Community Foundation

Port Angeles, Washington

Chairman of the Board

July 2018 – Present

Board of Directors

July 2017 – July 2018

Grameen Foundation USA

Washington, DC / Seattle, WA

Advisor to the CEO and Board of Directors

December 2013 – March 2016

Partnered with CEO and Board of Directors on critical strategic and executive-related projects. A sample of these projects include leadership and organization effectiveness, talent management and succession planning, leadership transitions, and CEO search and onboarding. Interventions included strategic planning, and leadership assessment, development, and coaching.

Chief Human Resources Officer

February 2010 – December 2013

Partnered with executive leadership to assess the state of business and organization effectiveness, and implemented a set of recommendations aimed at transforming the state of organization and leadership effectiveness, improving business performance, professionalizing the organization, and beginning the turnaround of the Human Resources function.

- Completed systemic organization assessment, reviewed and gained approval for recommendations from the CEO and Executive Leadership Team, and executed against the change plan
- Built and implemented a custom Talent System that ultimately linked Grameen’s strategic imperatives to its organization and talent strategy
- Rebuilt GF’s approach to organizational governance, goal setting, and performance management while implementing an organization-wide talent review process, a leadership development and effectiveness model, and a career architecture
- Coached individual leaders to improve the performance of the business and organization s/he led
- Partnered with organization leadership to achieve the following employee experience improvements between January 2011 and July 2013 (employee survey results):

Area of Focus	Total favorable	Change in points	Area of Focus	Total favorable	Change in points
Link between my work and GF’s mission	79	+17	Manager support for work-life balance	80	+17
Clarity of goals for my work	75	+13	Manager support for my development	68	+10
Meaningfulness of my work	90	+10	My workgroup’s collaboration with other teams	75	+14

Work that challenges me to use my knowledge and skills	82	+ 9	Employees seek out new ideas and solutions	84	+16
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Microsoft Corporation

Redmond, WA

General Manager, People and Organization Capability (POC)

October 2003 – June 2008

Served as Chief of Staff and ultimately led 100 person team focused on driving culture transformation, leadership development, and talent management, with the goal of migrating towards Microsoft's defined aspire-to culture and achieving improved business results by tightening the alignment of people and organization strategy to business strategy.

- Drove 2003 performance management strategy redesign, advocated for change, and designed and introduced the Commitment setting process (referred to by Steve Ballmer as one of HR's most significant contributions in a two-year window)
- Worked on small core team focused on culture assessment, culture aspiration, and leadership career model
- Reorganized Leadership and Management Development teams to align to Microsoft leadership career model while refocusing curriculum to new competency models
- Defined an updated High Potential Development direction focused on building an integrated, progressive suite of programs leveraging a common architecture intended to accelerate development of Microsoft's highest potential employees
- Led informal POC Director community in an attempt to drive agenda consistency to the POC's strategic pillars while allowing for customization to address P&L business needs

Senior Director, Internal Staffing

November 2001 – October 2003

Assigned to reengineer team facilitating senior director / leader career movement with the focus of growing greater general management capability by exposing top talent to more diverse career experiences. Designed MyCareer self-service website vision for employees earlier in career and worked cross-HR, leveraging IT resources, to integrate Microsoft's disparate career planning resources and create one location where employees can review and plan 100% of their developmental activities.

Senior Director, Operating Groups Human Resources and Development

December 1999 – April 2001

Led team through a change process designed to improve value-add to client organizations with the goal of moving clients closer towards their business goals by developing and building effective organizations and people, driving independent and consistent management behavior, and delivering integrated and effective services for Microsoft's Chief Operating Officer. Drove a MS-wide Career Management initiative which resulted in a new philosophy, an updated performance management system leveraging one annual performance review and a Career Discussion, an online manager feedback tool, and a people management review score.

Senior Director, Finance Development

November 1997 – December 1999

Served as Chief of Staff to the CFO, assigned with driving Finance organizational design and development processes and building high-potential programs designed to increase exposure and visibility to top talent across the Finance function. Reengineered a training organization responsible for creating development opportunities that finance professionals could leverage to grow functional skills and competencies, including financial systems and tools training delivered across the world on demand.

Senior Director, Platforms and Applications Finance

January 1996 – November 1997

Director, Platforms and Applications Finance

January 1994 – January 1996

Senior Financial Analyst, Systems Business

March 1993 - December 1993

Grew responsibility from individual contributor role to team of 40 Finance professionals supporting a \$14 billion business with 10,000 worldwide research and development employees. Provided financial/business support to Group VP of Platforms and Applications, including Division VPs in organization, managing profit and loss statements, analyzing monthly revenue results, performing market and competitive analyses, and reviewing external license agreements. Recognized widely as exceptional leader, attracting upwardly mobile external talent while instilling a development mindset across organization

Digital Equipment Corporation

Nashua and Salem, NH

Senior Business Manager, OpenVMS Product Management

September 1990-February 1993

Priced, licensed, and positioned \$800 million OpenVMS operating system and layered product business. Analyzed new product opportunities and authored business plans.

Financial Development Program Graduate

Maynard, MA

Graduated from three-year management development program in 1990.

August 1987 – August 1990

Other Teaching Experience

University of Washington Foster School of Business Executive Education

Seattle, Washington

Foster School of Business Executive Education

UW Continuum College

Foster School of Business High Technology MBA Program

Education

Antioch University, Masters in Organizational Psychology, December 2004.

Seattle, Washington

University of Michigan, Human Resources Executive Program, August 2000.

Ann Arbor, MI

Northeastern University, Bachelor of Science in Finance, June 1987.

Boston, MA

Fort Worden Lifelong Learning Center Public Development Authority (FWPDA)

FWPDA Board of Directors Job Description and Expectations

Job Description Summary:

The FWPDA Board of Directors sets policy for the organization; ensures that it is operated in a legal, ethical, open and professional manner; and oversees its operation. Collectively, the Board has direct authority over the Executive Director, who implements the policies, programs, projects and funding plans approved by the Board. Board members acknowledge that they are “agents” of the City of Port Townsend and must comply with the Open Public Meetings Act when conducting business regarding the Public Development Authority. In addition, Board members are governed by the Charter establishing the FWPDA (City of Port Townsend Ordinance No. 3018, September 8, 2009) and any subsequent amendments to the Charter, resolutions or inter-local agreements between the City of Port Townsend and the FWPDA.

Serving on the Board is part of a community changing process, which involves learning, empowerment, and involvement on the part of all Board members. Board members serve three-year staggered terms beginning in October 2011. The Board will consist of seven to nine members to govern the affairs of the FWPDA.

The Board meets on a monthly basis. The regular meeting date, time, and place will be approved by resolution at the board’s first meeting. The annual meeting will be held in April.

Board Member Responsibilities**:

- Provide organizational leadership and advisement.
- Develop and create policies and oversight procedures.
- Oversee financial management, including adoption and oversight of annual budget.
- Identify project priorities, program planning efforts and evaluation mechanisms.
- Be informed about the organization's mission, services, policies and programs.
- Act as an advocate and good-will ambassador for the FWPDA.
- Use sound judgment in weighing facts and issues for decision-making.
- Recognize conflicts of interest between the position as a board member and one’s personal and professional life. Declare any conflicts before the board and refrain from voting on matters in which there is an appearance of conflict.
- Observe and comply with the Open Public Meetings Act and display courteous conduct in all board and committee meetings.
- Make decisions on legal issues based on review and clear understanding of advice from counsel.

*** Members of the board share these responsibilities while acting in the interest of the City of Port Townsend and Fort Worden State Park. Each member is expected to make recommendations based on his or her experience and understanding of what furthers the public interest.*

Expectations of Board Members:

- Attend and participate in Board and committee meetings and special functions.
- Review agenda and supporting materials prior to Board and committee meetings.
- Assist the Board in carrying out its fiduciary responsibilities.
- Serve on committees or task forces and offer to take on special assignments as necessary.
- Be alert to community concerns that can be addressed by the PDA’s mission, objectives, projects and programs.
- Help communicate and promote the mission and objectives of the organization to the community.
- Support in a positive manner all actions taken by the board as a whole even when in a minority position on such actions.
- Establish and oversee implementation of policy by the executive director and staff.
- Refrain from intruding into day-to-day administrative or operational issues.
- If unable to carry out the above responsibilities and expectations, resign the position on the board of directors.

Board Member Qualifications/Selection Criteria:

- A passion for Fort Worden State Park, with an understanding of many of the economic challenges facing the sustainability of the Park.
- Support for the FWPDA’s role in the Park as well as the City’s involvement and oversight of the FWPDA.
- Ability to work as a member of a team.
- Willingness to volunteer personal and professional expertise and experience without financial reward.
- Interest level and time availability.
- Political clout and community influence.
- Specialized skills (e.g., real estate development, construction or project management, financial management, marketing, food & beverages, programming, hospitality and conference management, etc.)

As a board member, I understand that:

- Special or unscheduled meetings may be called on occasion.
- It is my responsibility to contact the Board President if I cannot attend a meeting.
- I agree to accept the responsibilities and expectations for serving on the FWPDA Board of Directors.

Signature

Date

Board Skills and Interests

Skills & Experience	<i>Norm Tonina*</i>	<i>Gee Heckscher</i>	<i>Jeff Jackson*</i>	<i>Jane Kilburn</i>	<i>Cindy Finnie</i>	<i>Lela Hilton</i>	<i>Herb Cook</i>	<i>Todd Hutton</i>	<i>Terry Umbreit</i>	<i>Naushard Cader</i>
Financial/Accounting	X		X		X		X			X
Marketing/Sales			X	X	X		X			X
Business Planning	X				X		X	X	X	X
A/E and Construction Management		X								
Program Development - arts, wellness, woodworking, culinary, science, natural history, education		X	X	X	X	X		X	X	X
Historic Preservation		X								
Hospitality Services				X	X				X	
Real Estate Development		X	X							
Strategic Planning	X	X	X	X				X		
Property Management	X				X					
State & Federal Relations				X	X			X		
Fund Development			X		X		X	X		
Restaurant Management									X	
Equity & Diversity						X		X		
Higher Education		X				X		X	X	X

*Current board members who have reapplied

Gray Scale: New applicant



DRAFT Minutes
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

- ❖ **Action:** Motion to approve the July 24, 2019 Board Meeting Minutes. **Unanimously approved**
- ❖ **Action:** Motion to approve Resolution 19-13 authorizing the PDA Executive Director to review and approve a bridge loan with First Federal Savings and Loan and account signers for the loan. **Unanimously Approved**
- ❖ **Action:** Motion to approve Resolution 19-14 authorizing the Chief Financial Officer to approve the thyssenkrupp work order. **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 (by phone), Herb Cook, Cindy Finnie, Lela Hilton, Todd Hutton, Terry Umbreit

Staff: Diane Moody, Rufina Garay, Joan Rutkowski

Staff Guests: Daniele Costello, Maryna Frederiksen, Cody Griffith, David Opp-Beckman, Carolyn Zipeto

Public: Aletia Alvarez, Jeanie Cardon, Dennis Daneau, David Goldman, Owen Rowe, David Thielk, Lisa Werner

Staff Introductions:

Food & Beverage Director Maryna Frederiksen introduced JT Tichenor, Events Porter. Director of Guest Services Daniele Costello introduced Aron Uchitelle, Maintenance Technician.

III. Partner Presentation: Newport Academy

Chief Strategy Officer Rufina Garay introduced two staff members from Newport Academy: Program Manager Matt Walsh and Education Coordinator Susan “Shu” DeLapp. Both worked for Gray Wolf Ranch, a PDA partner that was recently acquired by Newport Academy. Walsh shared a PowerPoint presentation about Newport Academy (see website for presentation). The administrative offices are on the PDA campus, and the treatment center is off-campus, on 22 acres off of Hastings Avenue. Newport Academy is “a series of evidence-based healing centers for adolescents and families struggling with mental health issues, eating disorders, and substance abuse” with locations across the United States. Newport Academy provides holistic care and focuses on sustainable healing, which Walsh said is a mission that is in line with what Gray Wolf had been doing. Because Newport Academy is a much larger organization than Gray Wolf, the acquisition is leading to operational changes and providing more resources, Walsh said. He added that at least 90 percent of Gray Wolf’s staff has stayed on during the transition, and more staff are being added. Program changes include focusing more on underlying mental health issues, offering day hikes instead of extended wilderness trips, and serving the 14-24 age range instead of ages 16-30.

Board Secretary Jane Kilburn asked how Newport Academy fits into the ecosystem of partners who are on campus. Walsh said their program emphasizes experiential learning, and they look for those opportunities on campus for eligible clients. He said Gray Wolf worked closely with Madrona MindBody on yoga and Reiki for clients. DeLapp said they are currently working with Port Townsend School of Woodworking to develop classes that could be offered at the ranch. Garay added that Gray Wolf graduates have worked and volunteered for the PDA.

IV. Consent Agenda

Review and approval of regular Board meeting minutes, July 24, 2019

Action: Motion to approve the July 24, 2019 Board Meeting Minutes. **Unanimously approved**

V. Review and Discussion of Financials

A. Staff Report

Chief Finance Officer Diane Moody reviewed the financial report with board members (see packet). She reported that both July and August were very good months: the net result at the end of August is 142% to budget and 98% of the budget for year-to-date. Regarding 4th quarter projections, Moody said she is looking to reduce costs in areas such as utilities and by delaying the purchase of needed items such as vehicles, furniture, and small equipment. If the PDA can increase savings and revenue, it may end the year with a net of approximately \$10,000, she reported.

B. Board Discussion

Moody responded to questions about THING's financial activity. She said the PDA's net revenue from the three days of THING is approximately \$100,000; this figure does not include labor costs for event planning. She noted that Taps had record-breaking days during the event. Seattle Theater Group (STG) lost money on the new event, as they expected, though losses were greater than anticipated, Moody said. Due to production costs, adding a day for the event and allowing more ticket sales would help financially, if THING happens again, Moody added.

VI. First Federal Construction Bridge Financing: Resolution 19-13

A. Staff Report

Moody reviewed Resolution 19-13, which would allow the PDA to receive a bridge loan for up to \$1 million from First Federal Savings and Loan to finance cash flow for Makers Square construction. She said the PDA is seeking the loan based on a conservative analysis of cash flow projections.

B. Board Discussion

Board chair Norm Tonina noted that a few grant applications to private foundations are currently under consideration, and their approval would contribute to cash flow. Board member Herb Cook asked about the terms for the unsecured 15-month loan, which include interest payments that begin in November at 7.25 percent (prime plus 2 percent). Board members talked about the importance of finalizing a Makers Square business plan so that tenants can be secured and the project can qualify for historic tax credits. A plan will be presented at the October board meeting.

Tonina and Board member Cindy Finnie recused themselves from the vote on Resolution 19-13 because they both serve on the Board of Trustees for First Federal Savings and Loan.

Action: Motion to approve Resolution 19-13 authorizing the PDA Executive Director to review and approve a bridge loan with First Federal Savings and Loan and account signers for the loan.

Unanimously Approved

VII. Review and Approval of Work Order with thyssenkrupp: Resolution 19-14

A. Staff Report

Opp-Beckman described the thyssenkrupp work order, which is for a full load safety test of lifts on campus. Periodic load testing at a fixed labor rate is part of the existing maintenance agreement with thyssenkrupp, he said. Because the order is for more than \$10,000 (\$12,930), it is before the board for approval, Moody said.

B. Board Discussion

Board members clarified which lifts will be tested, which include lifts in buildings 11, 200, 298, 300, and 353.

Action: Motion to approve Resolution 19-14 authorizing the Chief Financial Officer to approve the thyssenkrupp work order. Unanimously approved

VIII. Review of Bids for Glamping Platforms and Building 288/Current Construction Projects

A. Staff Report

Director of Capital Projects David Opp-Beckman reported that three contractors bid on two aspects of the glamping projects: constructing the tent platforms and the community hall for the site (building 288). He said the work was split into two projects to help keep costs lower. The bids came in substantially higher than anticipated, and staff is not comfortable seeking approval for a bid, Opp-Beckman said. Instead, Opp-Beckman said he has reached out to the Municipal Research and Services Center (MRSC) for legal guidance on how to proceed without going out for bids again from a larger pool. He said the PDA can notify the apparent low bidders and seek their schedules of value to see if value engineering could reduce costs. He said this would be the most expedient process for getting numbers where they need to be instead of seeking new bids, which would take at least two months with the bid opening timeline and board approval timeline. Opp-Beckman noted that the PDA has not been able to find staff who could do the platform work themselves.

Opp-Beckman also reported on the timeline for current and upcoming construction projects. Makers Square construction is progressing as scheduled, and value engineering efforts should conclude soon and bring costs down to the original estimates, he said. State Parks is conducting an ADA assessment of Fort Worden to establish what it would take to meet ADA standards, Opp-Beckman said. He said this will include cost information and will help prioritize improvements.

IX. Makers Square RFP Framework

B. Staff Report

Lane DeCamp, Chief Advancement Officer for the Fort Worden Foundation, presented a PowerPoint about the construction phases for the Makers Square buildings and emerging options for attracting users and tenants. Options range from an RFP process with no contributed income to support rents to juried nominations and having enough contributed income to cover rents for up to two years. DeCamp said having juried nominations and zero rent for two years would provide the greatest level of discretion in selecting and retaining tenants and prevents being locked in with a set of tenants from the beginning. A mix of occupancy lengths across the three buildings could include short-term uses that allow creative organizations to take risks and innovate; DeCamp said he thinks this incubator model would lead to less turnover in the long run. DeCamp said that after a presentation to partners on September 11th about the emerging

options, he provided partners with a draft Request for Proposals and Call for Nominations document and asked for feedback.

DeCamp said an opening celebration is tentatively scheduled for October 2020, and it's an event that has a focus on fundraising. He said he has been working to get as many grant applications as possible into the pipeline because funding responsiveness slows during holidays.

C. Board Discussion

Kilburn called attention to the "RFP Process" slide and noted that the status of partner leases affects being ready to lease Makers Square space. DeCamp said a sample lease is needed and it needs to correspond to what is being negotiated with partners. Garay added that a few terms are under discussion and when addressed can be put into the right format in the RFP. Kilburn also noted the item on the Process slide regarding whether staff will be ready to manage the occupancy process or if more staff is needed. DeCamp said the sales department would need additional support if they managed the process or another party would take responsibility, and this hasn't yet been determined. Heckscher noted that the board will need to see the cost of Makers Square operations in the 2020 budget.

Finnie asked when the pro forma would be available for Makers Square, and DeCamp said work to refine strategic, business, and operation plans is happening simultaneously, and includes a pro forma of operating costs and revenue. This information will be shared with the board at its October 23 meeting, which is a joint meeting with the Fort Worden Foundation.

X. Staff Report

A. Special Events

Moody referred the board to the collection of unsolicited comments about THING (see packet). The feedback was largely positive, and Moody said the only common complaint was about the size of the shuttle buses, which could be addressed next year. She said staff had a debrief meeting with Seattle Theater Group (STG) and their staff is very happy with how the event went.

Garay reported that the Neighborhood Advisory Committee met to review summer events and discuss the success of traffic mitigation efforts. She said the committee felt their process, which included meeting with STG staff in advance of THING, worked well and they are interested in serving again.

Garay said some local businesses had increased sales, and some have shared that they had less activity than usual. To address this if the event happens again, she said business owners are interested in tie-ins that would capitalize on the event, such as the kick-off party held at Propolis Brewing.

Some PDA partners received great visibility from the event, Garay said. Other improvements for next year would involve helping more partners find programmatic tie-ins and ensuring on-site traffic flow to help visitors get to partner activities, she said.

Board and staff discussed concerns about the event's carbon footprint. Board member Lela Hilton said the PDA could look to partners regionally and statewide to help reduce carbon use. Garay said the PDA began conversations with community organizations to talk about how festivals can be more sustainable and these conversations will continue. This will include exploring options for local buses so that shuttle buses aren't driving here from outside of the area, she said. PDA staff and volunteers focused on encouraging sustainability among visitors and managing recycling during

the event, and STG did a great job showcasing and encouraging this effort on the THING website, Garay said.

Garay said the event engaged multiple generations and showcased how Fort Worden can provide access to arts and culture due to the porous nature of access within a State Park. Tonina commended staff for going above and beyond in their work to support THING.

B. Marketing and Sales Report

Cody Griffith, Director of Sales and Marketing, reviewed the 4th quarter Sales Report (see packet on website). She said that the overall message is that although group sales are not quite as robust as last year, she is confident due to adjustments and strategies for the 4th quarter and 2020. Griffith said the PDA also needs to be mindful of the impact of having housing offline at times during 2020 due to State Parks' capital improvement projects (water and sewer). Board members, Moody, and Griffith talked about strategies for increasing group sales, including marketing Fort Worden as a place for holiday parties and increasing efforts to target the Seattle market. Griffith also shared a marketing report (see packet) that describes advertising and social media activity. Griffith said that a refreshed fortworden.org website is about to launch, and feedback from stakeholders who viewed the test site is being considered.

C. Leasing Update

Garay reported on two leasing efforts. She said external counsel is working with the PDA to help structure a lease for KPTZ that allows investors to take advantage of historic tax credits for their improvements to Makers Square building 305. As for the effort to establish long-term lease terms for partners, Garay said that in response to partner concerns the PDA is hosting a gathering with attorney Gerry Johnson to provide insight into the principles that guide leases on public properties. She said Johnson is an expert on leases on public properties and on Public Development Authorities, and he has had a long-standing relationship with efforts at Fort Worden. Finnie noted that his expertise includes negotiating the PDA's master lease with State Parks.

D. 5 Year Planning Effort

Garay said that the PDA is in the process of setting dates to work with partners on pre-strategic planning. This effort follows Executive Director Dave Robison's presentation to partners about the next five years at the PDA and interest expressed by partners.

E. Public Comment

No public comment was shared.

XI. Executive Session

Tonina announced that the board will move into Executive Session to review personnel matters in accordance with RCW 42.30.110. He noted that no decisions will be made during the session.

XII. Adjourn: 11:09 a.m.

Board Packets and PowerPoint Presentations are available on our website at: www.fortworden.org under public documents>agendas & documents>public meetings>PDA Board Meeting 9.25.19

FORT WORDEN PDA Capital Improvement Projects Financial Report January through September 2019

			305 Windows	Bldg 225 - Dorms (DC)	Energy Efficiency Project	Glamping	Makers Square	Total Capital Improvement Projects
Ordinary Income/Expense								
Income								
		4600 Other Revenues	64,424.28	0.00	0.00	0.00	14,758.91	79,183.19
		4900 PDA Grants/Donations						
		4903 Restricted Grants	0.00	0.00	0.00	0.00	750,000.00	750,000.00
		Total 4900 PDA Grants/Donations	0.00	0.00	0.00	0.00	750,000.00	750,000.00
		Total Income	64,424.28	0.00	0.00	0.00	764,758.91	829,183.19
		Gross Profit	64,424.28	0.00	0.00	0.00	764,758.91	829,183.19
Expense								
		6010 Personnel Costs	53,972.55	0.00	83,291.64	48,194.27	146,685.63	332,144.09
		7000 Repairs & Maintenance	0.00	1,154.63	5,194.24	5,860.73	49.59	12,259.19
		7100 Utilities	0.00	0.00	0.00	0.00	1,245.13	1,245.13
		8000 Contracts	0.00	0.00	209,505.99	357,960.04	1,660,321.85	2,227,787.88
		8500 Operating Expense	136.87	0.00	11,190.44	13,848.56	42,113.71	67,289.58
		Total Expense	54,109.42	1,154.63	309,182.31	425,863.60	1,847,915.91	2,638,225.87
		Net Ordinary Income	10,314.86	-1,154.63	-309,182.31	-425,863.60	-1,083,157.00	-1,809,042.68
Other Income/Expense								
Other Expense								
		9600 Leasehold Improvements						
		9601 Leasehold Improvements	10,314.86	12,111.84	5,697.23	24,725.43	0.00	52,849.36
		Total 9600 Leasehold Improvements	10,314.86	12,111.84	5,697.23	24,725.43	0.00	52,849.36
		Total Other Expense	10,314.86	12,111.84	5,697.23	24,725.43	0.00	52,849.36
		Net Other Income	-10,314.86	-12,111.84	-5,697.23	-24,725.43	0.00	-52,849.36
		Net Income	0.00	-13,266.47	-314,879.54	-450,589.03	-1,083,157.00	-1,861,892.04
		Beginning Fund Balance	64,500.00	25,000.00	510,000.00	1,000,000.00	4,000,000.00	*
		Ending Fund Balance	-	38,266.47	195,120.46	549,410.97	2,916,843.00	
*\$3 million of the funds are reimburseable grants not yet drawn down								

To: Fort Worden PDA Board of Directors

From: Diane Moody

Date: 10/23/19

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

For the month of September total revenue is 96.5% to a budget of just over \$705,000. Compared to last year, revenue for the month is 10% higher. All revenue centers contributed to this difference except for Food Sales, which is 4% less than last year. Year-to-date (YTD) revenues are on budget at \$5.6 million.

Accommodations were under budget by 16% for the month, which brings the YTD accommodations revenue down a bit, but still on budget at just over \$2.6 million. Compared to last year, accommodations revenue is about the same and for the YTD it is 10% higher.

Sept	Actual	Budget	%
Group	\$115,321	\$140,000	82%
Partner	\$27,636	\$39,746	70%
Leisure	\$69,321	\$128,000	54%
Non Refundable	\$72,460	\$30,000	242%
Total	\$284,738	\$337,746	84%

YTD	Actual	Budget	%
Group	\$ 636,908	\$ 710,993	90%
Partner	\$ 593,989	\$ 557,480	107%
Leisure	\$ 737,436	\$ 1,009,295	64%
Non Refundable	\$ 644,708	\$ 290,000	901%
Total	\$ 2,613,041	\$ 2,567,768	102%

Occupancy overall is 5% higher than in 2018, and average daily rate for all collections, except for the Courtside are higher than last year. That said, occupancy for the Courtside is significantly higher than last year.

Sept	Occupancy		ADR	
	2018	2019	2018	2019
Officer's Row	52%	49%	\$ 401	\$ 462
Cottage Collection	69%	77%	\$ 316	\$ 328
Courtside Collection	66%	81%	\$ 214	\$ 211
Total (excluding dorms)	61%	66%	\$ 311	\$ 323

Food sales for the month are 12% lower than budget. Compared to 2018, the month is down 4%. However for the YTD it is up 11%. Costs of Goods continue to remain within the targeted 35% ratio.

Sept	Actual	Budget	%
Reveille	\$43,814	\$45,785	96%
Guardhouse	\$52,576	\$70,700	74%
Canteen	\$10,716	\$16,515	65%
Catering/Mess Hall	\$135,456	\$142,170	95%
Total	\$242,561	\$275,170	88%

YTD	Actual	Budget	%
Reveille	\$380,008	\$409,059	93%
Guardhouse	\$543,229	\$568,901	95%
Canteen	\$125,801	\$128,910	98%
Catering/Mess Hall	\$1,114,106	\$1,048,116	106%
Total	\$2,163,145	\$2,154,986	100%

In other revenues the main activities during the month that contribute to the \$153,348 revenue are a one-time rebate check from PUD for the Energy Efficiency project (\$76,942), meeting rooms and related services (\$33,109), and Discover Pass sales (\$11,820).

On the expense side, personnel costs for the month are 17% above budget at \$379,600. Important to note that the payroll in September covered the pay period in late August which included THING event. The remainder of ordinary expenses were over budget by 5% at \$165,069. Primary contributors are repairs and maintenance and business taxes. For YTD however, the remainder of ordinary expenses are 8% under budget at \$1.329 million.

The net result at month-end is \$48,387 and for YTD -\$151,424.

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

		Sep 18	Sep 19	Budget	\$ Budget Variance	% of Budget
Ordinary Revenue/Expense						
Revenue						
	4000 Accomodations	284,313.37	284,738.25	337,746.00	(53,007.75)	84.31%
	4400 Food Sales Revenue	253,273.23	242,561.41	275,170.00	(32,608.59)	88.15%
	4600 Other Revenues	79,104.80	153,348.32	92,299.21	61,049.11	166.14%
	4900 PDA Grants/Donations	0.00	0.00	0.00	0.00	0.0%
	Total Revenue	616,691.40	680,647.98	705,215.21	(24,567.23)	96.52%
Cost of Goods Sold						
Cost of Goods						
	5000 Food Service Cost of Goods	87,889.23	72,032.13	93,481.00	(21,448.87)	77.06%
	5008 Merchandise for Resale	2,820.31	3,743.14	3,490.00	253.14	107.25%
	5010 Discover Passes	11,030.00	11,820.00	11,030.00	790.00	107.16%
	Total Cost of Goods	101,739.54	87,595.27	108,001.00	(20,405.73)	81.11%
	Total COGS	101,739.54	87,595.27	108,001.00	(20,405.73)	81.11%
	Gross Revenue	514,951.86	593,052.71	597,214.21	(4,161.50)	99.3%
Expense						
	6010 Personnel Costs	359,908.50	379,596.69	323,424.58	(56,172.11)	117.37%
	6031 Event Gratuities & Tips	0.00	0.00	0.00	0.00	0.0%
	7000 Repairs & Maintenance	18,032.57	21,716.85	12,079.69	(9,637.16)	179.78%
	7100 Utilities	43,548.06	42,935.02	45,282.90	2,347.88	94.82%
	8000 Contracts	13,743.52	16,865.66	24,214.16	7,348.50	69.65%
	8500 Operating Expense	88,472.46	83,551.88	76,068.24	(7,483.64)	109.84%
	Total Expense	523,705.11	544,666.10	481,069.57	63,596.53	113.22%
	Net Ordinary Revenue	-8,753.25	48,386.61	116,144.64	(67,758.03)	41.66%
Other Revenue/Expense						
Other Expense						
	9500 Capital Purchase/Equipment	0.00	0.00	0.00	0.00	0.0%
	9600 Leasehold Improvements	4,462.80	0.00	0.00	0.00	0.0%
	Total Other Expense	4,462.80	0.00	0.00	0.00	0.0%
	Net Other Revenue	-4,462.80	0.00	0.00	0.00	0.0%
Net Revenue		-13,216.05	48,386.61	116,144.64	(67,758.03)	41.66%

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

			Jan - Sep 18	Jan - Sep 19	YTD Budget	\$ Budget Variance	% of Budget	Annual Budget
Ordinary Revenue/Expense								
Revenue								
		4000 Accomodations	2,380,291.27	2,613,040.74	2,567,768.00	45,272.74	101.76%	3,288,483.00
		4400 Food Sales Revenue	1,955,330.17	2,163,144.59	2,154,986.20	8,158.39	100.38%	2,722,544.00
		4600 Other Revenues	699,777.63	780,893.41	763,013.61	17,879.80	102.34%	971,900.11
		4900 PDA Grants/Donations	25,084.65	47,250.00	25,000.00	22,250.00	189.0%	50,000.00
		Total Revenue	5,060,483.72	5,604,328.74	5,510,767.81	93,560.93	101.7%	7,032,927.11
Cost of Goods Sold								
Cost of Goods								
		5000 Food Service Cost of Goods	632,437.37	699,450.98	730,262.50	(30,811.52)	95.78%	919,391.99
		5008 Merchandise for Resale	23,218.29	22,452.08	27,415.13	(4,963.05)	81.9%	32,585.13
		5010 Discover Passes	147,650.00	154,320.00	148,870.00	5,450.00	103.66%	180,310.00
		Total Cost of Goods	803,305.66	876,223.06	906,547.63	(30,324.57)	96.66%	1,132,287.12
		Total COGS	803,305.66	876,223.06	906,547.63	(30,324.57)	96.66%	1,132,287.12
		Gross Revenue	4,257,178.06	4,728,105.68	4,604,220.18	123,885.50	102.69%	5,900,639.99
Expense								
		6010 Personnel Costs	2,715,792.86	3,427,074.43	3,018,879.09	(408,195.34)	113.52%	3,822,414.37
		6031 Event Gratuities & Tips	0.00	29,599.56	36,762.12	7,162.56	80.52%	55,762.12
		7000 Repairs & Maintenance	109,840.38	147,809.78	163,773.00	15,963.22	90.25%	230,813.00
		7100 Utilities	378,633.56	410,326.04	389,496.49	(20,829.55)	105.35%	529,996.75
		8000 Contracts	161,947.15	187,184.56	242,698.49	55,513.93	77.13%	308,740.97
		8500 Operating Expense	678,500.72	674,328.85	685,912.27	11,583.42	98.31%	844,677.12
		Total Expense	4,044,714.67	4,876,323.22	4,537,521.46	338,801.76	107.47%	5,792,404.33
		Net Ordinary Revenue	212,463.39	-148,217.54	66,698.72	(214,916.26)	-222.22%	108,235.66
Other Revenue/Expense								
Other Expense								
		9500 Capital Purchase/Equipment	48,545.65	0.00	5,000.00	5,000.00	0.0%	5,000.00
		9600 Leasehold Improvements	30,153.21	3,206.31	20,000.00	16,793.69	16.03%	20,000.00
		Total Other Expense	78,698.86	3,206.31	25,000.00	21,793.69	12.83%	25,000.00
		Net Other Revenue	-78,698.86	-3,206.31	-25,000.00	21,793.69	12.83%	-25,000.00
Net Revenue			133,764.53	-151,423.85	41,698.72	(193,122.57)	-27.54%	83,235.66

**FORT WORDEN PDA
Balance Sheet
As of September 30, 2019**

			Sep 30, 19
ASSETS			
Current Assets			
Checking/Savings			
	1000	Operating Accounts	332,465.36
	1003	Advance Deposit Account	152,356.78
	1010	Capital Fund Accounts	392,241.96
Total Checking/Savings			877,064.10
Accounts Receivable			
	1100	Hospitality Services	502,953.83
	1120	Partner Tenant	145,042.37
	1140	Grants	250,336.12
Total Accounts Receivable			898,332.32
Other Current Assets			
	1050	Food Service Inventories	143,161.17
	1060	Merchandise for Resale	59,391.71
	1065	Discover Passes	12,230.50
	1200	Prepaid Expenses	46,756.32
Total Other Current Assets			261,539.70
Total Current Assets			2,036,936.12
Fixed Assets			
	1300	Fixed Assets	257,065.72
Total Fixed Assets			257,065.72
TOTAL ASSETS			2,294,001.84
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
	2000	Operating	112,508.92
	2003	Capital Fund A/P	19,384.63
Total Accounts Payable			131,893.55
Credit Cards			
Total Credit Cards & House Accts			56,807.59
Other Current Liabilities			
2100 Current Liabilities			
	2101	Deferred Revenue	370,993.46
	2104	Payroll Liabilities	135,852.47
	2110	Accrued Business/Sales Tax	54,491.44
Total 2100 Current Liabilities			561,337.37
2120 Due To Hospitality Service			100,000.00
2121 Due To CI Fund			-100,000.00
2122 Public Works Retainage			74,162.53
2200 Advance Deposits			443,922.45
2600 Pass Thru-Oth			3,503.14

FORT WORDEN PDA
Balance Sheet
 As of September 30, 2019

				Sep 30, 19
			Total Other Current Liabilities	1,082,925.49
			Total Current Liabilities	1,271,626.63
			Long Term Liabilities	
			2700 Kitsap Bonds	2,150,000.00
			Total Long Term Liabilities	2,150,000.00
			Total Liabilities	3,421,626.63
			Equity	
			Opening Balance Equity	6,346.95
			Unrestricted Net Assets	879,344.15
			Net Income	-2,013,315.89
			Total Equity	-1,127,624.79
			TOTAL LIABILITIES & EQUITY	2,294,001.84

Account Aging

Fort Worden Housing

As of 9/30/2019

Name	Up to 30	31 - 60	61 - 90	91 - 120	121+	Balance
Astrology Immersion Class	845.84	-	-	-	-	845.84
Bruneau-Zentner Wedding 2019	26,170.64	-	-	-	-	26,170.64
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 Inner Ideas Artist Residency	3,529.42	-	-	-	-	3,529.42
Centrum McCurdy Pavilion Summer 2019	-	5,636.95	-	-	-	5,636.95
Centrum Storytelling	228.90	-	-	-	-	228.90
Centrum Ukulele Festival	22,072.22	-	-	-	-	22,072.22
City Of Seattle Retreat 2019	-	785.53	-	-	-	785.53
Collins-Holmquist Wedding 2019	3,651.05	-	-	-	-	3,651.05
Core And More With Annie Fitzsimmons 2019	882.90	-	-	-	-	882.90
Eastside Prep 2019	-	2,925.56	-	-	-	2,925.56
Evergreen Mediaworks Retreat 2019	4,936.42	-	-	-	-	4,936.42
Evergreen Studio Projects 2019	3,249.00	-	-	-	-	3,249.00
Fred Hutch Basic Sciences 2019	40,726.31	-	-	-	-	40,726.31
Fort Worden Quilters	31,322.16	-	-	-	-	31,322.16
Goddard Artists September	26,211.63	-	-	-	-	26,211.63
Goddard Writers	-	-	33,994.86	-	-	33,994.86
Grace Episcopal Church 2019	2,287.85	-	-	-	-	2,287.85
Private Event	24,806.52	-	-	-	-	24,806.52
Jeff Co Chamber Meeting	174.40	-	-	-	-	174.40
Jeff Co Chamber Monthly Chamber Meeting	-	585.98	-	-	-	585.98
Jeff Co Chamber Of Commerce	-	104.64	-	-	-	104.64
MMI Andrea Juhan Retreat	3,908.81	-	-	-	-	3,908.81

Private Event	-	9,620.39	-	-	-	9,620.39
NW Aquatic And Marine Educator Conference	22,251.68					22,251.68
Olympic Music Festival		13,536.51				
Peninsula Men's Bible 2019	9,838.87	-	-	-	-	9,838.87
PTMSC Stewardship Breakfast	2,075.98	-	-	-	-	2,075.98
Postal Workers 2019	7,817.75					7,817.75
Private Event	21,654.68					21,654.68
Southside Church Of Christ Mens Advance	-	3,699.51	-	-	-	3,699.51
Tacom Community College Retreat 2019	-	3,391.40	-	-	-	3,391.40
UW Immunology 2019	53,235.72					53,235.72
Private Event	-	-	227.72	-	-	227.72
WA National Guard Youth Council Quarter 2 Meeting	-	-	-	-	5,994.00	5,994.00
Groups	311,878.75	164,395.01	34,222.58	-	5,994.00	502,953.83

FORT WORDEN PDA
Partner-Tenant
A/R Aging Summary
As of September 30, 2019

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
P-Centrum	4,320.05	0.00	0.00	0.00	0.00	4,320.05
P-Friends_of_Fort Worden	3,859.00	0.00	0.00	0.00	0.00	3,859.00
P-Goddard College	0.00	83.00	0.00	0.00	0.00	83.00
P-Marine Science Center	1,126.78	0.00	0.00	0.00	0.00	1,126.78
P-PeninsulaCollege	2,159.25	2,677.05	0.00	0.00	0.00	4,836.30
P-PT Paddlesports	0.00	253.89	0.00	0.00	0.00	253.89
P-Radio Port Townsend KPTZ	0.00	116,456.69	0.00	0.00	0.00	116,456.69
P-WA State Parks Lease	3,720.14	3,573.73	1,470.45	0.00	0.00	8,764.32
STG	0.00	0.00	5,342.34	0.00	0.00	5,342.34
TOTAL	15,185.22	123,044.36	6,812.79	0.00	0.00	145,042.37

Board Governance scope of work

The PDA Board Governance ad hoc committee shall assess and revise policies associated with board membership and board and staff functioning, and recommend implementation of any changes to these policies to the full board. Activities, while not limited to this list, could include:

- Bylaws – board size, term limits, relationship with Foundation, conflict of interest, etc
- Board experience and skills matrix
- Nominating process
- Staff executive team succession
- Executive Committee succession
- Revisions to the administrative authority of the Executive Director

To: Diane Moody
 From: Cody Griffith
 Subj: Sales Board Report
 Date: 10.23.19

MARKET SEGMENT:

Group Sales						
2019	Confirmed Contracts			Tentative Business on the Books		
	Accommodations	Meeting	Catering	Accommodations	Meeting	Catering
Quarter 4	\$115,973.00	\$16,470.00	\$85,204.75	\$0.00	\$250.00	\$350.00
Previous	\$102,248.00	\$10,883.00	\$57,008.00	\$17,000.00	\$3,885.00	\$13,700.00
\$ Change	\$13,725.00	\$5,587.00	\$28,196.75	(\$17,000.00)	(\$3,635.00)	(\$13,350.00)
% Change	13%	51%	49%	-100%	-94%	-97%
2019 TOTAL	\$115,973.00	\$16,470.00	\$85,204.75	\$0.00	\$250.00	\$350.00

2020	Accommodations	Meeting	Catering	Accommodations	Meeting	Catering
Quarter 1	\$85,653.00	\$13,607.00	\$51,996.00	\$7,930.00	\$0.00	\$6,800.00
Previous	\$84,021.00	\$12,907.00	\$49,996.00	\$0.00	\$0.00	\$0.00
\$ Change	\$1,632.00	\$700.00	\$2,000.00	\$7,930.00	\$0.00	\$6,800.00
% Change	2%	5%	4%			
Quarter 2	\$200,402.36	\$31,450.00	\$61,450.00	\$28,300.00	\$1,100.00	\$0.00
Previous	\$165,338.00	\$29,835.00	\$61,450.00	\$17,000.00	\$300.00	\$0.00
\$ Change	\$35,064.36	\$1,615.00	\$0.00	\$11,300.00	\$800.00	\$0.00
% Change	21%	5%	0%	66%	267%	
Quarter 3	\$227,480.00	\$39,125.00	\$108,898.00	\$1,900.00	\$2,700.00	\$0.00
Previous	\$222,720.00	\$30,050.00	\$87,198.00	\$0.00	\$0.00	\$0.00
\$ Change	\$4,760.00	\$9,075.00	\$21,700.00	\$1,900.00	\$2,700.00	\$0.00
% Change	2%	30%	25%			
Quarter 4	\$96,981.00	\$19,656.00	\$107,343.00	\$0.00	\$200.00	\$0.00
Previous	\$92,672.00	\$16,656.00	\$50,843.00	\$0.00	\$0.00	\$0.00
\$ Change	\$4,309.00	\$3,000.00	\$56,500.00	\$0.00	\$200.00	\$0.00
% Change	5%	18%	111%			
2020 TOTAL	\$610,516.36	\$103,838.00	\$329,687.00	\$38,130.00	\$4,000.00	\$6,800.00

GROUP:

- As identified last month, a contracted December 2019 group is moving their event for \$41,000 (accommodations, venue rental and catering) program to Q1-2020
 Sales Director and Account Manager have planned a conference call with group planner to confirm new dates

- Group Sales continue to receive inquiries in the month through December 2020
To assist with the volume of inquiries and filtering the guest needs with Fort Worden’s availability, Sales hired for a new position, Sales Lead Coordinator
The goal of this new role is to increase engagement, efficiencies and growth through incoming lead inquiries
One of responsibilities of the Sales Lead Coordinator will perform quarterly updates of Fort Worden’s competitive set to include comparisons of housing rates, venue rentals and catering options
- Group Sales and Events team are focused on prospecting for holiday events inclusive of overnight stays and catering
Fort Worden is offering 3 tiers, ranging from holiday receptions starting at \$55 per person to design your own buffets and plated dinners
Hot sale offer through December includes a special accommodations package at a discounted rate per couple
Holiday packages run through February 28, 2020 to help fill our low season
- Group Sales is prospecting Associations in 2020 to support the anticipated political and economic unrest in an election year
Advantages of Associations include low season booking patterns (early spring and fall); resilience to corporate flutter in a politically unstable economy; outreach to every industry

Partners

2019	Projected Business on the Books*		
	Accommodations	Meeting	Catering
Quarter 4	\$15,939.00	\$9,872.00	\$42,758.00
Previous	\$19,581.00	\$9,028.00	\$36,540.00
\$ Change	-\$3,642.00	\$844.00	\$6,218.00
% Change	-19%	9%	17%
2019 TOTAL	\$15,939.00	\$9,872.00	\$42,758.00

2020	Accommodations	Meeting	Catering
Quarter 1	\$57,293.00	\$16,721.50	\$62,598.00
Previous	\$77,822.00	\$20,947.00	\$0.00
\$ Change	-\$20,529.00	-\$4,225.50	\$62,598.00
% Change	-26%	-20%	
Quarter 2	\$199,934.15	\$35,090.62	\$166,431.00
Previous	\$131,336.00	\$43,321.00	\$185,897.00
\$ Change	\$68,598.15	-\$8,230.38	-\$19,466.00
% Change	52%	-19%	-10%
Quarter 3	\$276,245.48	\$44,334.50	\$183,369.50
Previous	\$283,140.00	\$59,553.00	\$163,722.00
\$ Change	-\$6,894.52	-\$15,218.50	\$19,647.50
% Change	-2%	-26%	12%
Quarter 4	\$17,875.00	\$6,066.00	\$62,308.00
Previous	\$19,870.00	\$8,247.00	\$0.00
\$ Change	-\$1,995.00	-\$2,181.00	\$62,308.00
% Change	-10%	-26%	
2020 TOTAL	\$551,347.63	\$102,212.62	\$474,706.50

Partner:

- Centrum Fall 11.18.19 OSPI Native Voices changed and shorted program dates
- YTD Partner accommodations are just 6% shy of 2019

Leisure			
2019	Revenue	Occupancy	ADR
Quarter 4	\$305,307.00	24%	\$332.00
Previous	\$261,175.00	12%	\$481.00
\$ Change	\$44,132.00	N/A	-\$149.00
% Change	17%	12%	-31%
2019 TOTAL	\$305,307.00	24%	\$332.00

2020	Revenue	Occupancy	ADR
Quarter 1	\$44,855.00	4%	\$583.00
Previous	\$32,286.00	3%	\$525.00
\$ Change	\$12,569.00	N/A	\$58.00
% Change	39%	1%	11%
Quarter 2	\$201,817.00	11%	\$649.00
Previous	\$180,505.00	9%	\$682.00
\$ Change	\$21,312.00	N/A	-\$33.00
% Change	12%	2%	-5%
Quarter 3	\$355,837.00	25%	\$540.00
Previous	\$316,079.00	12%	\$572.00
\$ Change	\$39,758.00	N/A	-\$32.00
% Change	13%	13%	-6%
Quarter 4	\$1,176.00	0%	\$294.00
Previous	\$5,000.00	1%	\$267.00
\$ Change	-\$3,824.00	N/A	\$27.00
% Change	-76%	-1%	10%
2020 TOTAL	\$603,685.00	11%	\$574.00

LEISURE:

- Leisure actuals plus business on the books is at 99% of their budgeted 2019 goal
- Their goal increases to absorb the above mentioned \$41,000 group displacement from December 2019 to Q1 2020
- The current Sale Rates:
 - **Last Minute Deal.** 20% off pricing for stays in the next 60 days.
 - **Advanced Purchase Rate.** 20% off on stays 60 or more days out, up to our maximum 1 year booking window.
 - **Midweek Magic.** 25% off for stays Sundays-Thursdays starting October 6 and running until December 19. There is a 2-day minimum stay for this rate.
- When offering a Sale rate to a guest, the deposit and cancellation policies are clearly presented For all sale rates, the deposit taken at booking is the entire amount of the stay including tax and is nonrefundable

Did you know?

Average Group stay is 4 nights

Group 2020 contracted accommodations are just 12% less than YTD 2019

Weddings actualize an average 38% Catering

ADR per night by collection:
O Row \$295
NCO \$155
Cottages \$245

Average Leisure stay:
2.5 nights by Reservations
2.7 nights by Front Desk

Port Townsend Food Bank accepts enough donations from our Kitchen to feed 500+ people weekly

Partner 2020 accommodations are just 6% less than YTD 2019

Partners highest booked month YTD is July at 48% of total accommodations

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OCTOBER MARKETING BOARD REPORT

Marketing To Note:

Website Refresh launched 10.9 in soft launch phase with promotional push scheduled to take place the week of 10.21. The new platform creates stability and growth opportunities for the website which is now also more mobile friendly.

Events team (Natalie Maitland and Mercedes Dunn) attended the Fall WFEA Conference in Ellensburg learning on topics related to event management, sponsorship, current trends, branding and community relations.



Upcoming Advertising & Collateral Being Developed:

Thanksgiving Collateral – Dropped October 1, 2019 (Targets Locals)

Seahawks Football Game Day Collateral – Dropped October 7, 2019 (Targets Locals)

Rose Theater Screen Ad – Drops October 31, 2019 (Targets Locals)

PT Leader Print Ad – Drops November 6, 2019 (Targets Locals)

Website Refresh – Launch Scheduled Week of October 7, 2019

E-Newsletters (Foodie & Vista) – Both Drop mid-October

Sales Tool: Group Sales Rack Card – Drops Q4

Sales Tool: Holiday Gathering Teaser – Drops Q4

Sales Tool: Fort Worden Informational One Sheeter – Drops Q4

Social Media Analytics:

- As of September 2019, Instagram (@fortworden) had 1,609 followers. As of October 2019, we have 1,633 followers - **increase of 1.5%**.
- As of September 2019, Facebook (@fortwordenpda) had 6,972 likes. As of October 2019, we have 7,001 - **increase of .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, Brazil.**
 - Age range: 59% of female audience are between the ages of 25 – 44. 55% of male audience are between the ages of 25 – 44.
 - **73% of followers are female, 27% of followers are male.**

Facebook

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

Other Notable Initiatives, Events & the Communities Reactions:

- **A Fall Feast – Your Community Table Starts Here**
 - Caption: We on the Olympic Peninsula live in abundance year round. With a rich history, bountiful soil & water, and an inspiring arts & education presence – Fort Worden is grateful to play a role in your everyday life. We invite you – the heartbeat that keeps this community going - to break bread with us this Thanksgiving, to celebrate & honor your neighbors - family, friends and strangers alike. November 28, 2019 at the Fort Worden Commons we'll host an intimate gathering and seating is limited. Reservations start at noon, please call #360.301.8326 to secure your table today.
 - **804 people reached, 40 engagements, 18 reactions, comments & shares.**
- **Fall Foliage & an Early Morning Walk**
 - Caption: Misty October morning in all her golden hued glory thanks to @debbie.feinman   #autumn #foliage #fortworden #porttownsend
 - **1,941 people reached, 291 engagements, 205 reactions, comments & shares.**
- **The PDN's article on "Point Wilson Lighthouse leased to nonprofit"**
 - Article share & caption: Exciting times ahead for a beloved Port Townsend landmark.
 - #pointwilsonlight #fortworden #porttownsend
 - **1,154 people reached, 254 engagements, 86 reactions, comments & shares.**
- **PT Film Festival Starts this Weekend!**

- Caption: Port Townsend’s 20th Annual Film Festival is set to sizzle this weekend with filmmakers, panel discussions, documentaries, special events & more! Be sure to check out Fort Worden sponsored film Phoenix, Oregon Movie at the Rose Theatre Saturday night at 9:30pm! 🗨️ 🍷 Look for this view of the Hastings Building each evening prior to the FREE outdoor film series. | More at ptfilmfest.com. 📷 Thanks to @mywineguy
- **1,286 people reached, 172 engagements, 92 reactions, comments & shares.**

Examples of comments over the month on social media:

- *This is fabulous news!!!! (On the leasing of the Lighthouse)*
- *We enjoyed this film that opened as our first viewing (On “Phoenix, Oregon” sponsored by Fort Worden at the PT Film Festival)*
- *Great place for a wedding. They do a wonderful job with the venues. (On a wedding post)*
- *That concert was a highlight for us. Great crowd, fantastic music and connection with audience. (On John C Reilly & Friends at Thing)*
- *Best day exploring with Sadie (A girl and her pup explore the bunkers)*

October Board Marketing Creative

Thanksgiving Promotion



Gamedays at Taps



SEAHAWKS GAME DAY AT TAPS AT THE GUARDHOUSE

DON YOUR FINEST BLUE & GREEN GEAR AND HEAD OVER TO TAPS AT THE GUARDHOUSE TO ENJOY \$15 PITCHER & CHICKEN WING SPECIALS ALL DAY LONG ON SEAHAWKS GAME DAYS! COME CHEER ON YOUR TEAM ON GAME DAY AT TAPS - WE'RE TALKING TO YOU 12'51!

FORTWORDN.ORG
 360.344.4400 EXT. 103

SCHEDULE		
9/29	1:05 PM	VS. CARDINALS
10/3	5:20 PM	VS. RAMS
10/20	1:25 PM	VS. RAVENS
11/3	1:05 PM	VS. BUCCANEERS
11/11	5:15 PM	VS. 49ERS
11/24	5:20 PM	VS. EAGLES
12/2	5:15 PM	VS. VIKINGS
12/8	5:20 PM	VS. RAMS
12/22	1:25 PM	VS. CARDINALS
12/29	1:25 PM	VS. 48ERS
2/2	TBA	54TH SUPER BOWL

TAPS
 GUARDHOUSE
 f @ yelp

Holiday Promotion





Point Wilson Lighthouse has been a landmark in Jefferson County since the 1800s, and now after leasing the property from the Coast Guard, the U.S. Lighthouse Society hopes to restore it so the public can learn about its history. (Zach Jablonski/Peninsula Daily News)

Point Wilson Lighthouse leased to nonprofit

Port Townsend facility will be restored for tours

By Zach Jablonski

Monday, October 7, 2019 1:42pm | [NEWS](#) [JEFFERSON COUNTY](#)

PORT TOWNSEND — Port Wilson Lighthouse has been leased to the U.S. Lighthouse Society, which plans to restore the property's facilities to allow public tours of the buildings.

The Coast Guard owns the property and will maintain the use of the light portion of the lighthouse, as it is still an active aid to navigation, said Jeff Gales, executive director of the U.S. Lighthouse Society.

The lease costs the Lighthouse Society \$1 a year. Gales estimates the cost of the project will be between \$800,000 and more than \$1 million.

Gales said the society, which finalized the lease in August, is putting together a restoration strategy. The group aims to have the lighthouse in touring condition by Thanksgiving at the earliest.

The lease is in part due to the Lighthouse Preservation Act of 2000, which created a path for the Coast Guard to follow to divest property that is no longer needed, Gales said.

“The goal of that is to keep them open to the public as much as possible,” Gales said. “For instance when a lighthouse is no longer needed, typically they will open it up to the Lighthouse Preservation Act process.”

Gales explained that if the specific light of the lighthouse is needed, the Coast Guard has been known to mount it on a pole outside of the house, but will divest the property itself.

“Nonprofits, historical groups, sometimes local counties, some parks or some entity that’s nonprofit typically can go ahead and take over the light station,” Gales said. “And part of the application process is to show the Coast Guard that you have the wherewithal to take care of it, to preserve it and keep it open.

“[This process] is to prevent it from going to a private party that could just turn it into their vacation home and close it off permanently, which happened quite often before 2000.”

The team already has started work on the project, mainly on cosmetic property cleaning, due to vandalism.

“There’s no permanent presence there, which opens the door for vandals,” Gales said.



Point Wilson Lighthouse can be seen behind one of the original dwellings and original home of the light. Point Wilson has now been leased to the U.S. Lighthouse Society for restoration. (Zach Jablonski/Peninsula Daily News)

Gales expects the full restoration to take at least three years.

The leasing applications started back in 2016, when the Coast Guard put out a call for bids from nonprofits to take over the restoration of the site, and the society was selected from those bids in August, said Jeffery Zappen, Coast Guard lighthouse coordinator.

“This is a win-win for everybody,” Zappen said. “This is right up their alley.”

The U.S. Lighthouse Society is a nationwide organization specializing in education about lighthouses and restoration and maintenance of lighthouses nationwide. It was established in 1983 in San Francisco, and its headquarters relocated to Point No Point in 2008, where it has been since.

Gales has served as executive director of the organization for 15 years.

The society plans to work with the Fort Worden Public Development Authority to help each other benefit from the improvements to the lighthouse and the traffic that the park already attracts.

“With these two teams together, I expect in five years that that lighthouse will look brand new,” Zappen said.

The society currently holds two additional lighthouses in Washington: Point No Point in Kitsap County and New Dungeness in Clallam County.

Gales and his team are working on refining the long-term plan for the Point Wilson, as there will need to be extensive updates to the electricity, sewer, heating and other infrastructure.

The end goal is to open all three main buildings — the lighthouse and two dwellings — to the public.

Society members hope eventually that the facility’s profits allow it to become self-sufficient.

People who are interested in the U.S. Lighthouse Society and volunteering with the restoration of Point Wilson are encouraged to either go to pointwilsonlighthouse.org or email Jeff Gales at jeff@uslhs.org.

More information on the history of the U.S. Lighthouse Society can be found at uslhs.org.

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The Point Wilson Lighthouse at Fort Worden State Park has been closed to the public since 1976, but that is expected to change now that the U.S. Lighthouse Society has taken over its restoration. (Zach Jablonski/Peninsula Daily News)