



AGENDA
Special Board of Directors Meeting
Fort Worden Public Development Authority (FWPDA)
Monday, August 10, 2020 | 10:00 a.m. – Noon
Via Zoom (Remote Meeting Per Governor Inslee’s Proclamation 20-28.8)

Public Meeting Access Information:

To join the webinar by computer:

<https://zoom.us/j/92343478833?pwd=NIJVQ3VQdklIYVVVWa3ZuaFRzTXpDUT09>

By phone only dial:

1+ 253-215-8782

Meeting ID: 923 4347 8833

[no participant ID]

Password: 468687

*9 to request to speak during public comment

Public Meeting Agenda

- I. Call to Order
- II. Changes to the Agenda
- III. Public Comment
- IV. Correspondence and Articles of Interest
 - A. Diane Moody Resignation Letter
 - B. Dena Turner Letter to the Board Regarding Retreat Refund
 - C. *Rainshadow Journal*, June 29, “Treading Water: PT’s Nonprofits and the Virus”
 - D. *PT Leader*, July 16, “Fort Worden Looking Forward to August Reopening”
 - E. *Peninsula Daily News*, July 22, “Arts Nonprofits Plan a Blending of Palettes”
 - F. *PT Leader*, July 22, “Pétanque Players Find it’s a Whole New Boule Game”
 - G. *PT Leader*, July 24, “Centrum Writers Conference Finds Success in Virtual Format”
 - H. *Peninsula Daily News*, July 29, “Reservations Taken for Some Overnight Lodging”
- V. Consent Agenda
 - A. Review and Approval of June 24, 2020 Finance & Audit Committee Minutes
Action: Motion to approve the June 24, 2020 Finance & Audit Committee Minutes
 - B. Review and Approval of June 24, 2020 Board Meeting Minutes
Action: Motion to approve the June 24, 2020 Board Meeting Minutes
- VI. Reopening Plan Budget and Planning Update PowerPoint
 - A. Staff Report
 - B. Board Discussion

- VII. Resolution 20-11 Authorizing Opening Checking and Savings Accounts with Kitsap Bank
 - A. Staff Report
 - B. Board Discussion
 - Action:** Motion to approve **Resolution 20-11** authorizing opening PDA checking and savings accounts with Kitsap Bank.

- VIII. Resolution 20-12 Authorizing Signers for PDA Accounts
 - A. Staff Report
 - B. Board Discussion
 - Action:** Motion to approve **Resolution 20-12** authorizing signers for PDA checking and savings accounts with First Federal Savings and Loan and Kitsap Bank.

- IX. Resolution 20-13 Crisis & Recovery Planning Contract Extension with David Timmons
 - A. Staff Report
 - B. Board Discussion
 - Action:** Motion to approve **Resolution 20-13** authorizing the Executive Director to approve a second extension of the 2020 contract with David Timmons for crisis and recovery planning through July 31, 2020 and to increase the total contract budget from \$15,000 to \$20,000.

- X. Resolution 20-14 Employment Contract with David Timmons
 - A. Staff Report
 - B. Board Discussion
 - Action:** Motion to approve **Resolution 20-14** authorizing certain oversight management responsibilities to the Board Co-chairs, providing for an employment contract with David Timmons as Acting Associate Executive Director, and amending Resolution 20-06 to provide for and designate a Recovery Director in connection with emergency recovery operations during the COVID-19 crisis.

- XI. Staff Updates
 - A. Makers Square and Historic Tax Credits
 - B. Fort Worden Collaborative
 - C. Lease Amendment Request to State Parks Commission
 - D. Fort Worden State Park Operations and Projects Update
 - E. Jefferson Community Conservation Corps “MightyCause” for PDA

- XII. Public Comment

- XIII. Next Meetings: August 24th Finance & Audit Committee
 August 26th Board Meeting

- XIV. Adjourn

To: Dave Robison

From: Diane Moody

Date: 7/8/20

RE: Resignation

Working with you and the Fort Worden PDA for the past five years has been one of the most rewarding experiences of my career. And so, it is with deep regret that I submit my letter of resignation ending my time with the Fort as of July 10, 2020.

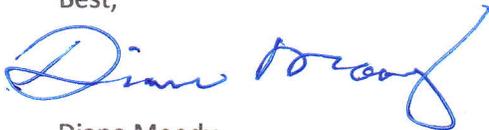
It has been an honor to be a part of the Fort Worden community. The staff, partners and stakeholders are a unique and talented group that work together to grow the PDA and preserve the Fort to continue to thrive thru all of the current economic, health and political changes. I am proud to have been a part of the start-up and ongoing efforts to build a new mission-based organization, aimed at improving the Park's assets, and enhancing the economic and social conditions of the community. It is one of the most challenging and exciting initiatives I have had the opportunity to be involved in during my 30-year career in rural community economic development.

One of the most dynamic aspects of Fort Worden is the number of people involved that are profoundly committed to building a successful initiative. This level of commitment and dedication from as many diverse stakeholders focused on the same end goal is not one that I have seen elsewhere. The staff continually goes above and beyond in their dedication to meet the PDA mission and provide the best experience possible to groups, partners and guests. The Fort's Partners regularly invest extensive hours to explore possibilities with the PDA to build mutually beneficial opportunities. Board members level of commitment in time and effort has been extraordinary and at a level I haven't before seen in a nonprofit or public entity. The number of volunteers that contribute at all levels and for all the involved organizations is truly inspiring.

As you and I have discussed over the years, Fort Worden embodies a rare and special mix of people, ideas and shared dreams. This mix has brought great opportunities, and as we have also discussed, the opportunities can also bring numerous challenges. I believe the group of committed stakeholders at the PDA will certainly not just meet those challenges, but will use them to bring exciting new benefits to the whole community.

Thank you so much for the opportunity to be a part of the Fort's unique community and to assist in establishing the PDA during its start up phase of operations.

Best,



Diane Moody



Fort Worden

— PORT TOWNSEND —

A HISTORIC GATHERING PLACE

FORT WORDEN PDA NOTICE REGARDING PUBLIC DISCLOSURE

Public documents and records are available to the public as required under the Washington State Public Records Act (RCW 42.56).

The information contained in all correspondences with a government entity may be disclosable to third party requesters under the Public Records Act.

From: Dena Turner [email redacted]

Sent: Tuesday, July 14, 2020 12:33 PM

To: Norm Tonina <ntonina@fortworden.org>; Todd Hutton <thutton@fortworden.org>; Jeff Jackson <jjackson@fortworden.org>; Jane Kilburn <jkilburn@fortworden.org>; Cindy Finnie <cfinnie@fortworden.org>; Gee Heckscher <gheckscher@fortworden.org>; Herb Cook <hcook@fortworden.org>; Terry Umbreit <tumbreit@fortworden.org>

Subject: Brain Cancer Retreat Refund

A year ago I put down a deposit of \$6,121.88 for what was to be my first with hopes of more each year Brain Cancer Retreats. It was to have been July 9-12 2020 at Fort Worden.

I relocated here to Port Townsend shortly after my husband Tom died of Glioblastoma Brain Cancer in 2015. I had a goal of yearly retreats at beautiful Fort Worden. I could hardly wait to share this jewel. I knew how restful it could be, a perfect location to create new memories with others that understood the journey of brain cancer of our loved ones and our families.

The P.D.A. Mission Statement states, "Our core values should be visible every single day because we live them in our actions." When I cancelled the retreat in early March due to Covid19 and my group as a whole, are severely compromised, that by anyone's standards, I would have been reimbursed fully, not at only 50%.

The Mission Statement also says, "Guests are everything to us. They always come first and we love them!" To be shamed by the sales department for asking for a full refund due to Covid19, accusing me of trying to be an "exception," this is far from your core values.

I would be disappointed if you didn't see to it that I receive in Full the \$6,121.88 that I gave in good faith for the retreat. I am sure you will do the right thing. I would like a reply from you.

Sincerely,

Dena Turner

[address redacted]

Port Townsend, Wa. 98368

Joan Rutkowski

From: Dave Robison
Sent: Thursday, July 16, 2020 8:57 AM
To:
Cc: board; Cody Griffith; Michelle Sandoval; John Mauro; John Watts
Subject: FW: Brain Cancer Retreat Refund - ATTORNEY / CLIENT PRIVILEGED COMMUNICATION

Categories: 3a. Current Board Mtg

Dear Ms. Turner,

The PDA Board of Directors has received your email. Please understand that staff and board have discussed and struggled with how to address nonrefundable deposits due to the COVID crisis. In previous correspondence staff have shared with you, we are following our legal counsel's advice on how to deal with this unfortunate situation.

The Fort Worden Public Development Authority (FWPDA) is a unique organization with operational and legal constraints of being a local government (public municipal) corporation but also allowed to provide hospitality services more in line with a for profit, private business.

Since we are a public municipal corporation, we are legally prohibited, like other public entities in the State of Washington, from gifting public funds. When the contract stipulates that a deposit is nonrefundable, our attorney as well as outside legal counsel advises that returning the deposit (in effect, ignoring the contract) is akin to making a "gift of public funds" in violation of state law. We have asked the State Auditor for their opinion on this. Unless we get a different ruling from the State, we simply cannot issue a refund on a nonrefundable deposit.

Please note if we provided one "exception" to the nonrefundable deposit, we would be required to offer it to all nonrefundable deposits, violating the gift of public funds statute. Due to this restriction, the board authorized staff to work with impacted customers to move their events to future dates. Most of our customers with nonrefundable deposits have agreed to move their reservations to a future date. Our staff would be pleased to reschedule a reservation for you over the next couple of years. We too would love for you to be able to host yearly retreats at beautiful Fort Worden.

Sincerely,

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



JEFFERSON COUNTY FARMERS MARKETS



PUBLIC DEVELOPMENT AUTHORITY

Public Development Authority

Treading Water: PT's Nonprofits and the Virus

By **Ross Anderson** - June 29, 2020

By **Ross Anderson**

When the state closed down for the pandemic, the staff of the Port Townsend Marine Science Center did what most of us did: They closed the doors and went home to figure out how to adapt.

And they have. Staffers powered up their laptops and worked from home, devised digital tours and conducted their annual fundraising auction online. And the center is doing fine, says director Janine Boire. Their 10 staffers are still working with volunteers. Donations continue to come in, helping to replace lost revenue.

Just down the hallway at the Fort Worden headquarters, the Public Development Authority is a different story. The PDA has lost \$4 million in revenue from its shuttered housing and food service. The staff dropped from 85 in January to eight today. Now they face "an urgent, existential threat," director Dave Robison warned the board recently. Despite the layoffs, the corporation could run out of money later this summer.

What makes the difference between two organizations that work out of the same building with overlapping missions?

In Port Townsend, this is no mere academic question. From the science center and Farmers Market to Olycap and Centrum, nonprofits are part of Port Townsend's economic and cultural fabric. They employ scores of people and provide food, counselling, and social services to hundreds. In a normal year, they lure thousands of visitors to music festivals, arts classes and maritime programs.

Kris Morris has worked with nonprofits most of her career. She ran a Southern California executive search firm for nonprofits, serves on the Maritime Center board and advises others. Like for-profit businesses, she says, nonprofits vary widely in size, mission and their ability to weather a crisis.

The Science Center is a low-budget, low-overhead operation with a small staff and a host of volunteers. The PDA operates more like a hotel, employing paid staff to provide food service and accommodations, meeting rooms and entertainment venues – tasks that can't be left to volunteers.

Nonprofits that provide "safety net" services such as food or housing may actually see revenue increases as donors step up to respond to a crisis. But those that focus on cultural or educational missions are more vulnerable to the pandemic.

Some nonprofits own their own offices and other buildings, but others rent. Over time, some are able to build cash reserves so they're prepared for unforeseen crises. But younger, growing organizations find that difficult to do.

In any event, the challenge for nonprofit managers in the Covid crisis has been to reduce fixed costs, which may mean laying off loyal and passionate staff.

As they meet the crisis, nonprofits have to adapt while avoiding "mission drift," Morris says. "And it's always easier to look at what's happening right now while ignoring the longterm risks."

Here's a glimpse at how some of the better-known nonprofits are trying to deal with new realities:

Centrum: As an arts institution in the business of packing musicians and listeners into auditoriums, Centrum was in the Covid crosshairs. Within a few weeks of the shutdown, it was clear that they would not be able to stage their trademark concerts and workshops – from Fiddletunes to Chamber Music.

Their 2020 revenue forecast plunged by \$1.6 million – a staggering loss for a nonprofit that has drawn some 30,000 people per year to its Fort Worden events.

But the revenue losses were offset in part by reductions in spending on venues and artists. And Centrum was reasonably prepared for the crisis, says director Robert Birman. Since 2014, they had upped their endowment by 400 percent to \$750,000, and have built an

additional \$750,000 cash reserve. And they drew \$236,000 in federal funds that allowed them to keep 11 core staff.

Still, he had to put 40 percent of the staff “on standby” – mostly people who work on the summer festivals. The core workshops have been rescheduled to 2021, and a majority of their fans have elected to roll their reservations forward, which meant fewer refunds. And they have experimented with online versions of their most popular festivals, including the long-running writers’ conferences.

Fort Worden Public Development Authority (PDA): A few months ago, the PDA’s outlook was excellent. They had a record number of bookings for Fort Worden accommodations, mostly for the summer festivals. “Thing,” last year’s successful music extravaganza, was returning. Bookings and revenue had been increasing by 15 percent per year. Renovations were well underway on the planned Makers Square project. The labor-intensive PDA was ramping up toward a payroll of up to 175 people to book and clean rooms, cook and serve meals this summer.

Then came the shutdown. To make matters worse, the PDA’s unusual corporate status made it ineligible for any of the federal relief, says director Dave Robison. “We fell through the cracks. No public assistance. No PPP. No nonprofit relief.”

The PDA is an unusual agency similar to Seattle’s Pike Place Market, created by the City of Port Townsend to manage the officers’ homes, dormitories, auditoriums and other buildings at the park. While it operates as a nonprofit, the PDA was designed to be self-supporting. But the PDA’s income is highly seasonal, dependent on summer traffic. Centrum and other nonprofit partners that occupy those buildings have their own problems. The historic buildings need costly repairs. The strategy has been to develop a year-round center for “lifelong learning,” with programs in arts, music, food preparation and more.

And now? Centrum and other nonprofits have broached the idea of eliminating the PDA’s costly hospitality business so it can focus on the arts venues they depend on.

“Failure isn’t an option,” Robison says. “We are a public entity with a public purpose. We bring \$7 million a year into the community, and some \$15 to \$18 million with our 15 partners.”

They still have \$200,000 in bookings for August, and Robison hopes they can open by then. But the prospect of a second Covid wave looms ominously.

PT Marine Science Center: A Fort Worden waterfront landmark for 38 years, the center operates marine education and research programs with 10 staffers plus AmeriCorps workers and interns. Contributions, which normally account for 70 percent of their revenue, are off, says director Janine Boire. But the center had a healthy reserve fund and a federal loan which enabled them to avoid layoffs.

“In my time here, I’ve wanted to move toward more use of the Internet, digital experience, and now we’re learning to do that,” she says. “It’s a new business model.”

Olycap: Olympic Community Action Programs, which operates and funds social programs across Jefferson and Clallam Counties, is in good shape, says director Cherish Cronmiller. The agency, which dates to the 1960s, is funded primarily by the federal government, so doesn't depend on private donations.

Olycap employs some 135 people, many of whom are working from home, providing services ranging from early childhood education and nutrition to utility bill relief and housing. Demand for those services has increased by as much as 40 percent, she says. And many of their low-income clients need help navigating its complexities.

That task is complicated by social distancing, Cronmiller says. "Personal touch is important. So we find ways to stay in touch with weekly updates." But she worries that some established systems don't work well. "There are too many people out there who don't know about our services, and we need to find better ways to reach them."

Jefferson Community Foundation: Backed by some 600 individual donors, the foundation responded nimbly to the crisis, raising more than \$500,000 for its Covid Response and Recovery Fund. There was no administrative fee, so every dollar went directly to aid ranging from food and rental assistance to small farms and students in need of computers or internet access.

The foundation also organized online workshops for agencies looking for safe ways to reopen this summer. "The crisis has exposed significant gaps across our community," foundation president Siobhan Canty reported to supporters. "Things like access to online education, childcare for working families and scalable local food supply chains."

Jefferson Land Trust: "We're fine," reports director Richard Tucker. Most of the 10 employees have been working from home and there have been no layoffs.

The land trust uses individual donations and grants to preserve forest lands, small farms and fish habitat. The trust had healthy cash reserves, but didn't need to tap them thanks to a federal PPP loan and private donations, he says. In lieu of fundraising tours, they have organized an on-line course, "Nature in the Neighborhood," which lured 700 registrations.

And the trust has worked with other nonprofits on Strong Farms, Strong Futures, making loans to small farms which can be repaid with donations of fresh produce to area food banks.

Port Townsend Film Festival: The shutdown came at a tough time, says director Janette Force. They held their annual Oscar fundraiser and had booked 17 films for the September festival. "And suddenly everything went into freefall." The virus loves packed movie theaters, so the conventional film festival was not an option.

The festival, however, is a relatively low-budget nonprofit, with just three and half employees, a \$400,000 budget "and a little buffer" to fall back on. So Force and her board took a fresh look and decided to go with online streaming. "We got back to the film producers and 10 of them said, ok, we can make them available online. We checked with our sponsors, and they said yes, they want to do this."

The online model presents new possibilities, she says. Films can be streamed along with exchanges with filmmakers who would not be available for the live festival. "And it enables us to connect with our viewers around the world."

Northwest Maritime Center: Over the past decade, the Maritime Center has grown from a small-town boathouse to a regional landmark with 50 or more staff organizing world-class races, boating classes, a maritime academy for high school students and a Wooden Boat Festival that draws visitors from around the world.

But boats don't mix well with the pandemic, says Director Jake Beatty. "Boats are crowded places that don't allow for distancing. And masks are a problem on boats, because you need to be able to hear and understand people." So now the \$15 million waterfront complex sits empty – except for the coffee shop. Most of its revenue-generating programs are cancelled. There are no race fees, no sponsorships, no class fees, no retail sales. Federal loans enabled them to keep staff on until this month, but now all but 10 have been laid off.

Beatty says it has been the toughest experience of his career. "But I'm a glass-is-quarter-full sort of guy."

"The sea is still the greatest teacher I know," he told members in a recent email, "and in times like these I find the lessons ever more relevant."

The NWMC has earned its reputation for innovation. A simulated Race to Alaska is being staged online and they plan to a "virtual boat festival" in the fall. The *48 North* boating magazine has gone to an online format. They celebrated their first-ever graduates from the Maritime Skills Academy. And there are plans for a similar academy in South Seattle.

"We'll be OK," he says. "We'll change what we do, and how we do it."

PT Farmers Market: Because it operates outdoors, the market was able to stay in business, albeit Saturday-only (no Wednesday market), with about a third of the vendors, says Amanda Milholland, the director. There are fewer shoppers, fewer sales, but that should improve with summer weather.

It's a small organization, with only two part-time staffers and a \$100,000 budget, and they got a small federal loan. "We don't need much," she says. "But we're going to make it."

Ross Anderson

Founding member & writer Ross Anderson worked 30 years for the Seattle Times, writing about Pacific Northwest politics, history and natural resources. He won a number of awards, including a 1990 Pulitzer for coverage of the Exxon Valdez Oil Spill. He lives in Port Townsend and is a founding member of the Rainshadow Journal. Email him at ross_inkstainedwretch@hotmail.com



The Leader

(/)
Monday, July 20, 2020

MAIN MENU



Fort Worden looking forward to August reopening | Perspective

Posted Thursday, July 16, 2020 11:18 am

Jim Hutton, Norm Tonina and Dave Robison

The Fort Worden PDA board decided during its June board meeting to begin a limited reopening around Aug. 1.

The fort, like many hospitality businesses in Port Townsend, has suffered significant negative COVID-19 impacts, so this was not a decision that the board took lightly. The best-case post-COVID financial scenario that the PDA is pursuing shows a decline in 2020 revenues of \$5.4 million from our approved 2020 revenue budget, a 74 percent decrease. Obviously, this would present significant challenges to any business and requires some very difficult decisions with challenging tradeoffs. The PDA is doing its best to make these decisions leveraging data and facts, with the interests of our many stakeholders in mind.

The PDA would like to respond to a few points raised in the June 17 Leader article titled “Fort Worden partners look to future of campus.” The PDA has made it a practice to not engage in back-and-forth dialogue through the lens of the press. But, the article contained some comments and opinions that were not fact-based and have created concerns noted through emails we have received from existing hospitality customers with pending reservations, thus warranting this response.

When we began managing Fort Worden in May 2014, we initially built our business on leisure (vacation) bookings as a way to both grow our business and add an additional customer segment to the existing Partner businesses, which have historically benefitted from subsidized rates. We knew we had to grow leisure reservations to be sustainable because when hospitality services were operated by Washington State Parks it had historically resulted in significant operating losses.

The PDA does not currently have plans to move away from leisure or group bookings (as stated by Rob Birman in the June 17 edition), which has been the engine for the fort's sustainability during our first six years. Leisure bookings are what enable the fort to reopen! In fact, leisure and group customers pay comparable rates to other local and regional lodging facilities, which allows us to offer more advantageous rates to our partners to support their programs and our lifelong learning mission.

While it is accurate that Centrum is currently on a month-to-month lease, all partners had longer-term leases until they expired last year when we began to participate in active lease negotiations to develop the criteria for long-term leases. With the advent of COVID-19 and the immediate crisis at hand, we informed the partner's negotiating team the PDA needs to focus on the fort's sustainability and navigate the PDA through these challenging waters, and will resume negotiations again in early 2021. It would be imprudent of the PDA to negotiate lease terms when we are uncertain of the future business model for the fort.

The fort's historic buildings have an unfunded deferred capital maintenance somewhere between \$80 million to \$100 million. Capital maintenance requires significant investments to protect the building and extend its useful life. At the same time, normal maintenance and repair are expenses required to keep the fort's hospitality spaces and grounds open for business. Washington State Parks agreed to continually provide normal (annual) maintenance and repair at the fort through May 2018, including grounds and building repairs. Both maintenance needs — capital and annual maintenance — are very real expenses, and necessary for the day-to-day operation of Fort Worden.

While partners are required to manage normal maintenance and repair for their exclusive-use buildings they lease, this expense is separate from the \$645,000 in annual normal maintenance and repair costs the PDA spent during 2019 (reported as \$500,000), which needs to be paid from the PDA's operating revenues. Upon completion of Makers Square this fall, the PDA will have invested more than \$15 million in major capital improvements since assuming management of the fort's campus.

While the PDA's first six years have been challenging, the fort has grown to be an important economic development engine for the city and local businesses alike. While our staff and board work to navigate this crisis and reimagine our business model for future, long-term sustainability, we will continue to communicate a fact-based approach and be as inclusive as possible with our community, partners and stakeholders.

Todd Hutton and Norm Tonina are co-chairs of the Fort Worden Public Development Authority; Dave Robison is the PDA's executive director.)

Comments

COMMENTS ON THIS STORY | ADD YOUR COMMENT

David Thielk

Gentlemen, you are very clear in the discussion about re-opening, that from the PDA's perspective, it is all about the money. There is no need to convince anyone that the travel industry has taken a huge economic hit during the pandemic. Unfortunately, there are at least two additional considerations as you plan to open up Fort Worden.

The first has to do with community health. In the last 10 days or so, our COVID positives have gone from the 31 to 40. That is about a 33% increase over the entire period of the pandemic. The decision to go from Phase 2 to Phase 3, the decision to open a particular business or public area, and the decision by individuals to participate in any one activity is at least as much a health issue as an economic one.

The second issue has to do with the money numbers. The FWPDA and the City of Port Townsend, like just about everyone in the tourist industry around the world, have failed to account for the costs of carbon when making their budgets. In your statement, you say "the fort has grown to be an important economic development engine for the city and local businesses alike. . ." At the same time, it has been a significant carbon production engine for Jefferson County as a result of more cars on the road - and none of this is factored into the costs of running Fort Worden as a destination spot that essentially can only be visited by automobile. Currently, on a per capita basis, Jefferson County roads experience 1.5 times the number of miles than the entire state average. Think about that for a moment.



Northwind Arts Center executive director Michael D'Alessandro admires "Flurry of Poppies" by Sequim artist Jinx Bryant. (Diane Urbani de la Paz/for Peninsula Daily News)

Arts nonprofits plan a blending of palettes

ADVERTISEMENT

'A time to do things differently'

By Diane Urbani de la Paz

Wednesday, July 22, 2020 1:30am | ENTERTAINMENT

JEFFERSON COUNTY

PORT TOWNSEND — It's a merger, a marriage — and soon a birth announcement.

Two of the North Olympic Peninsula's largest nonprofit arts organizations, the 11-year-old Northwind Arts Center and the 5-year-old Port Townsend School of the Arts, have begun the process of merging into one entity with a new name, the executive directors said this week.

She and D'Alessandro envision "a third pillar: an artist support network.

"We're hoping to bring a thriving arts community forward" by promoting artists' work and professional growth, Varraes said.

Income from art sales and classes, she emphasized, fuel the creative economy here.

"The times are so uncertain," she acknowledged. "We know there's some struggle ahead ... but this is also a creative time, a time to do things differently."

Working together, Northwind and PTSA can do more of what they do now: art shows in their galleries and online; classes and artist studio visits; promoting Port Townsend.

On their respective websites, "you can have this whole experience: see work and hear from the artist," Varraes said. "We really want to be able to share what we have here.

"We want to brand this community as an artists' haven," to locals and to those who explore this place online.

"We can't rely on tourism," she added. The challenge is: "How do we bring people here, without having them walk through the door?"



Teresa Verraes, executive director of the Port Townsend School of the Arts, pauses outside the school's Grover Gallery on Taylor Street. (Diane Urbani de la Paz/for Peninsula Daily News)

Northwind and PTSA already have multifaceted presences online.

NorthwindArts.org lists visual, literary and performance art programs alongside its Artist Showcase 2020 exhibit, which features 34 painters and sculptors from across the region.

PTSchooloftheArts.org details dozens of online classes and the “Postcards from Home” exhibit and auction, and for those who want to visit the school’s Grover Gallery from home, there’s a nine-minute virtual tour of its current show featuring creations by Max Grover, Meg Kaczyk, Chris Witkowski, Kim Kopp and Julie Read.

The five artists narrate the tour, talking about inspiration and process.

“There’s something about that connection,” Verraes said, that spurs investment: art sales numbers have climbed into the thousands since the virtual tour went up in June.

Meanwhile, the Northwind Arts Center gallery and the school’s Grover Gallery have cautiously reopened.

Northwind, at 701 Water St., allows up to 10 people inside from noon to 5 p.m. Friday through Sunday; the Grover Gallery, which has traditional art plus artist-made masks for sale at 236 Taylor St., is open from noon to 5 p.m. Thursday through Sunday.

D'Alessandro said the next steps on the path to merging include the examination of "our due-diligence documents," both legal and financial.

The organizations' boards of directors plan to wrap that up in the next week or so, and in August move toward formalizing the merger agreement. Negotiations will continue, and the public is welcome to provide input via the websites' contact links or at the galleries, D'Alessandro said.

Even as online offerings proliferate, Verraes expects Northwind and PTSA to keep their locations, including the downtown galleries and the school's center in Building 306 at Fort Worden State Park.

At the start of the COVID-19 pandemic, PTSA had just added three staff members for a total of five, and there were no layoffs, she said.

"Our board made the decision to keep our team intact fully, to move classes online and innovate together," Verraes said. "We've built a whole online platform; we've actually ramped up instead of shuttering. PTSA has been piloting several of the programs we'll offer under the new organization's umbrella," including the virtual tour.

At Northwind, everyone except the executive director and the bookkeeper was laid off, and those two staffers had their hours reduced. Now, D'Alessandro said, all of the center's workforce is returning, at 75 to 100 percent of capacity.

Northwind's live music programs, such as Arts to Elders and the Northwind Songs showcase, are still gone, but he hopes to bring them back via online streaming.

"Even though revenues are down, our support is up," Verraes said. "Both Northwind and PTSA are in strong positions. We are definitely not teetering on the edge.

“Our donor support and fundraising at the end of the year are going to be critical.”

This period of time is like serious dating, she said, with the organizations getting engaged later this summer, marrying in the fall and having a party, aka a fundraising event, in early December.

The merger “is really an expansion,” Verraes said.

“It’s about imagining our arts community five, 10, 20 years from now.”

Diane Urbani de la Paz, a former features editor for the Peninsula Daily News, is a freelance writer living in Port Townsend.



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The Leader

(/)
Wednesday, July 22, 2020

MAIN MENU



Pétanque players find it's a whole new boule game



(/uploads/original/20200722-075120-Petanque1.jpg)

Silas Holm of Port Townsend launches his boule at the Port Townsend Pétanque Alliance's home court at Fort Worden State Park, aiming to get it as close to the target ball as possible.



Posted Wednesday, July 22, 2020 7:50 am

Brennan LaBrie

blabrie@ptleader.com (mailto:blabrie@ptleader.com)

On certain afternoons throughout the summer, those walking through Fort Worden’s main campus near the upper campgrounds may hear the sound of clinking metal and cheers of “Allez!” ring out through the historic military buildings.

These are the sounds of the Port Townsend Pétanque Alliance’s weekly play days at their home courts along NCC Row, adjacent to the campgrounds.

The clinks and cheers could not be heard for a period this past spring, when Fort Worden State Park’s closure forced the alliance to pause their meetings.

However, as the county slowly re-opened, the alliance found a way to return to the courts, or “pistes” — with a set of protocols to keep them all safe while playing.

In late April, while Jefferson County was still in Phase 1 of reopening, PTPA’s board began discussing how they could return to play. They drafted a list of protocols that board president Tom Niemann sent to the Fort Worden Public Development Authority and Washington State Parks. Niemann negotiated with the two agencies and came away with an official set of protocols. When Fort Worden opened May 5, the group could once again return to their pistes.

The protocols include having an empty court between each court of play with all players standing 6 feet apart, everyone handling only their own boules (balls), and frequent application of hand sanitizer. The throwing circle from which players must throw was swapped for simply drawing lines in the gravel, and the scoreboard and the cochonnet (the small target ball at which players aim their boules) are to be handled by one designated person.

Initially, the PTPA agreed to only have up to nine players on the pistes at one time, but as Jefferson County moved into Phase 2 of reopening, the group was able to allow up to 15 players at one time, with no more than five on any piste at one time.

“We’re being very careful, making sure we’re 6 feet apart from each other and staying healthy,” said Honey Niemann, a PTPA regular.

Sam Cavallaro, an avid member of the PTPA for the past four years, said that the sport lends itself well to social distancing, and that even with the protocols the experience of playing is very much the same.

“When you play Pétanque, you don’t have to talk all the time but you’re still interacting,” he said.

While the group was apart, members found themselves playing in parking lots and other ideal terrains throughout town. The game can be played on pistes of gravel, sand, or rocks of varying composition, reflected in the PTPA’s variety of pistes at Fort Worden. Four bocce courts built for the Port Townsend Special Olympics Bocce team sit to one side of the Pétanque courts.

Pétanque in its current form originated in the southern French province of Provence in the early 1900s. Pétanque is related to the English game Bowls and the Italian game Bocce Ball, all of which can be traced back to the Roman Empire. Players stand in one place and target their boules at the cochonnet, aiming to get their boule the

losest to it, often by knocking opponent's boules out of the way.

Cavallaro believes that the transition back into playing as a group went smoothly.

"I think we all saw it as being pretty successful in terms of we weren't all bumping into each other all the time," he said.

The players who gathered on a recent warm afternoon all expressed how much they missed the group camaraderie while they were apart for much of March and April, as well as "the joy of competition," as Tom Niemann put it.

Honey Neimann said that she still misses hugging old friends at the play days and shaking the hands of her competitors. In addition, she is looking forward to the return of the potlucks often held between sessions.

Tom Challinor of Sequim has been coming to PTPA practices for over a year, initially attracted by the "beautiful vista" and the friendly people.

"It's a really positive, supportive environment," he said. "It's a small tight group that's very connected, but it's also pretty big, with a lot of people coming out. Before the pandemic we'd have 20 to 25 people playing, and we'll get there again."

Due to the protocols and the limited number of players they allow, the PTPA is waiting until it is once again safe enough for more players before inviting the community to join them at their Fort Worden pistes.

"Pre-COVID, we gladly welcomed newcomers on our weekly play days," Niemann said. "Now however, it is challenging for club members to offer loaner boules and to teach throwing techniques and game strategies."

For now, the alliance's dedicated members will continue to perfect their craft, all while keeping a safe distance apart.

Comments

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OTHER ITEMS THAT MAY INTEREST YOU

County sees break in COVID infections (</stories/county-sees-break-in-covid-infections,70218>)

Straw ban gets final approval by PT council (</stories/straw-ban-gets-final-approval-by-pt-council,70220>)

Essential workers treated royally at New Image (</stories/essential-workers-treated-royally-at-new-image,70211>)

Jefferson County Historical Society vows to renew focus on diverse representation (</stories/jefferson-county-historical-society-vows-to-renew-focus-on-diverse-representation,70210>)

The Leader

(/)
Monday, July 27, 2020

MAIN MENU



Centrum Writers Conference finds success in virtual format

Posted Friday, July 24, 2020 10:30 am

Brennan LaBrie

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When Centrum announced the suspension of the 2020 season due to COVID-19 in April, George Marie, program director of the Port Townsend Writers Conference, said that she felt a deep sense of loss — a sentiment she saw reflected across the program’s faculty and enrolled participants.

However, that sense of loss soon turned to one of inspiration when she realized that creating a virtual version of the conference would not only be feasible, but well suited for the craft.

“Writers already know how to connect with each other over vast distances, because that’s what we’ve been doing our whole careers,” Marie said.

“We write by ourselves in our little lonely vacuum of space and we put that writing out in the world to be found and to be read and to have people connect to it.”

Marie and artistic director Sam Ligon spent the months of May and June creating a scaled-back, virtual program, much like that of Centrum’s Festival of American Fiddle Tunes in June.

“It was put together pretty last-minute, and what we decided to do was offer a completely different structure than what we usually offer,” Marie said.

Ligon and Marie created a five-day series of writing intensives consisting of morning and afternoon workshops, along with four readings and an open mic, all over Zoom.

A BIG BUFFET

There were six courses offered — two fiction, two nonfiction and two poetry courses — with 10 available slots each. There were 54 overall participants, most of whom signed up for one course for the week. The Writers Conference usually offers dozens of workshops and “craft lectures,” as well as nightly readings and open mics over the course of the week-long program.

Ligon felt confident that the strong community of writers developed over the conference’s 47 years would come together to make this year’s program successful.

“We’ve got an incredibly strong culture that has been developed over almost 50 years that just keeps feeding itself. Many of the same people come back year after year and contribute to that culture, and new people come to contribute to the evolution of the culture. What’s so strong about it is that we’re together.”

SO FAR, SO CLOSE

However, Ligon and Marie knew that the sense of community would not be as tangible as in years past without the face-to-face interaction. There would be no hand-on editing sessions or group readings going late into the night, no meals together at the Fort Worden Commons or drinks shared at Taps at the Guardhouse.

Marie added that participants usually venture through the state park and find places to write in the forest, fields, and sandy beach not far from the classrooms.

“Without that physical space, the question was: Can we get anywhere close without that kind of experience?” he recalled. “I think we did pretty well with limitations that we had.”

They also braced for the challenges in technology and communication that could derail class sessions. Ligon had recruited professors who had previous experience running Zoom classes, but, as he said, “with Zoom you never know how it’s gonna go.”

Both Ligon and Marie were pleased with what they saw over the course of the week.

“I was surprised by how good it was,” said Ligon of the class that he taught on writing list stories.

“The students were fantastic and the interactions in the classroom were fantastic, and in my class, better than I thought they would be.” He said that not only was his students’ work as good as any he has seen, but so were their class discussions.

“All the students are excited and very bright and very engaged,” Marie said. She said that one of the readings was the best she’s witnessed in her time as program director, and that the engaging Q&A sessions were inspiring.

Ligon attributes this motivation of his students partially to a “hunger” he feels many writers share at the moment to write, with months of isolation and national debates on racial justice and the shortcomings of the American political system consuming many people’s minds.

“To lose the community of the conference at that time is a profound loss and yet the students that I had, maybe because of that loss, rose to the occasion and created some of the better work that I’ve ever seen,” he said.

Marie also attributes the dedication of the participants to create and engage each other to the social isolation of the past few months.

“People are just really seeking ... reaching out and engaging themselves in ways that they normally perhaps wouldn’t,” she said.

Marie noted another upside to the virtual workshops: the intimacy of writers calling in from their homes.

‘One of the things that has really been a kind of blessing in disguise is that for all intents and purposes, we’re being invited into people’s homes. We’re looking into their homes and we’re seeing them in ways that we’ve never seen them before.’

Marie believes this experience might help build a level of trust and support among this year’s conference participants that wasn’t there before.

Another plus of a virtual conference is that participants and faculty can join from anywhere in the world. However, this does mean some people were up writing at 3 a.m.

THE FUTURE AS WE KNOW IT

The conference’s original 2020 schedule was postponed until summer 2021, and most of its 19 invited faculty members have been retained.

In the meantime, the success of the online conference has inspired Ligon and Marie to look into recreating the intensive virtual program in the fall, and perhaps making it a seasonal program that complements the in-person summer conference.

‘It feels like there’s an opportunity here that can rise out of what feels also like a loss,’ Ligon said. The biggest benefit would be attracting writers from around the world who wouldn’t have to worry about transportation to Port Townsend.

‘It’s not face-to-face, and frankly I don’t think it will be good as face-to-face, but it provides access to a whole new world of people,’ he said.

For this idea to succeed, he added, class sizes would have to remain small to maximize interaction, and costs would have to be low for participants.

Marie said that she is excited to explore the creation of an online writing intensive series and how the program can both grow and adapt to any roadblocks thrown its way.

‘What I would like to see is a vision for the writing program that is as flexible as possible and holds true the vision of the conference for the past 47 years, and that is we that we give rigorous attention to craft and we help build community — help writers find support for each other, help them hone skills and find techniques to do work and do it well. And none of that is predicated on being in person.’

Marie and Ligon both hope that the conference returns in person next summer, but for Marie, this past week showed her that no matter what, the writing community will push through.

‘I know that writers can handle this, that we can figure a way to make this work, because this is what we do,’ she said.

Comments

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OTHER ITEMS THAT MAY INTEREST YOU

Port Townsend Gallery reopens with special garden exhibition (</stories/port-townsend-gallery-reopens-with-special-garden-exhibition,70255>)



Fort Worden Public Development Authority front desk agent Jason Lamey, left, greets a guest who was checking into the PDA's overnight accommodations as part of their soft-opening Tuesday, July 28, 2020. (Photo courtesy of Cody Griffith)

Reservations taken for some overnight lodging

New sanitation protocols in place at Fort Worden

By Zach Jablonski

Wednesday, July 29, 2020 1:30am | [NEWS](#) [JEFFERSON COUNTY](#)

PORT TOWNSEND — Some of the historic overnight accommodations operated by the Fort Worden Public Development Authority will reopen for new reservations Saturday.

Overnight stays were discontinued in March due to the COVID-19 pandemic. People who had made reservations months ago were allowed to check in beginning last Friday, but no new reservations will be accepted until Saturday.

Although accommodations could have been reopened earlier, when Jefferson County moved into Phase 2 of Gov. Jay Inslee's four-phase reopening plan, it was delayed to allow staff more time to train for and implement COVID-19 sanitation and cleaning protocols.

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Those include cleaning and sanitizing surfaces, washing all bedding between stays, and alternating and limiting housing occupancy to allow added time between cleaning and new occupants, said Cody Griffith, PDA spokesperson, in a press release.

For instance, once a family leaves lodging, the facility will be left vacant for 24 to 36 hours before it's cleaned, and then it will sit for another day before it's reopened for reservations, said Dave Robison, PDA executive director.

That arrangement is to protect cleaning staff as well as visitors.

The accommodations available are Officers Row housing — rented out one side of each duplex at a time — NCO housing and smaller single-family cottages at about 50 percent capacity.

The PDA will not open the large group accommodations such as the dorms at this time, Robison said.



The Officers Row accommodations at Fort Worden are some of the overnight accommodations that the Fort Worden Public Development Authority will be reopening Saturday, Aug. 1, 2020, for new reservations. (Zach Jablonski/Peninsula Daily News)

In addition to the overnight accommodations, the Cablehouse Canteen and Taps at the Guardhouse are opening for take-out and outside dining, and the front desk on Officers Row is opening out of a temporary new spot in House 15 at 15 Pershing Ave., Griffith said.

Other areas such as the Commons, large meeting rooms and venue spaces will remain temporarily closed, possibly until 2021, Robison said.

Information on the different accommodations can be found at fortworden.org, but reservations will be accepted only over the phone at 360-344-4400, ext. 304, Robison said.

The PDA had a soft opening of facilities on Tuesday.

“We really want to talk to each guest and inform them of our COVID-19 precautions that we’re taking,” he said.

The pandemic closure has been hard to manage for the PDA, Robison said.

“This has been a really challenging period, because we’ve had no revenue coming in, and we still had to keep a skeleton crew on-board to maintain the property and protect the buildings,” he said.

“Our team has really stepped up, wearing many different hats.

“The thing that is a relief is our ability to bring back some staff to begin working again,” he said. “That’s one of our primary drivers, to operate safely and continue to bring back staff who really want to come back.”

Face masks are required during all guest and staff member interactions, and any time guests and visitors are entering a building or outside near other guests/visitors when not social distancing.

“Glamping” tents that were scheduled to open in May have had construction halted until January, and Robison hopes they will be ready to open to the public at the start of the next camping season in April.

The lower campgrounds at Fort Worden State Park opened in late June and are run by the state, separately from the PDA.

Jefferson County reporter Zach Jablonski can be reached by email at zjablonski@peninsuladailynews.com or by phone at 360-385-2335, ext. 5.



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**Finance & Audit Committee
Fort Worden Public Development Authority
Wednesday, June 24, 2020 | 9:00 a.m. to 10 a.m.
Via ZOOM**

DRAFT MINUTES

Attendees

Finance & Audit Committee Members: Jeff Jackson, Todd Hutton, Cindy Finnie, Herb Cook, Diane Moody, Sonya Baumstein; Invited Guest: Erik Wishneff
Board of Directors: Norm Tonina, Gee Heckscher, Jane Kilburn, Terry Umbreit
PDA Staff: Dave Robison, Aislinn Diamanti, Carolyn Zipeto, Daniel Nyby, Jess Morris, Cody Griffith, Natalie Maitland; FW Foundation Staff: Lane DeCamp
Other Attendees: David Goldman, David Rinn, Lisa Werner, Renee Klein, Mitch Freeman, Nora Mitchell, Owen Rowe, Rob Birman, Julie Christine

Public Meeting Minutes

I. Call to Order

Finance & Audit Committee Meeting called to order at 9:02am.

II. Historic Tax Credits (HTC) Update & Review

Tax Credit Consultant Erik Wishneff shared that a prospective investor in the Historic Tax Credits has been identified and negotiated with, and the outstanding issues are that of a board-approved budget and a subordination agreement assuring control of the property for at least five years from the time a Certificate of Occupancy (COI) for Makers Square is issued. PDA Executive Director Dave Robison confirmed that State Parks and the Fort Worden Foundation have agreed on a legal structure to guarantee that the investor's requirements can be met, and Wishneff confirmed that any investor would ask for this and it would be needed even if the deal with the committed investor didn't go through.

Wishneff outlined a closing process of at least 4-6 weeks to close the deal with the current prospective investor; identifying a new investor would take at least that long to line up and then again to close, or a minimum of 2.5 months, with the same requirement to finish construction and have a COI issued by the end of this year.

PDA Board Treasurer Jeff Jackson requested additional information on the process and terms with the investor, stating he would not feel comfortable with the committee approving any additional moves from capital accounts until that request has been satisfied, and Robison agreed to this request.

III. Review Updated 6/18 Presentation and Discuss Next Steps

Jackson outlined three main scenarios being considered at this time, which are 1. Limited Reopen of Hospitality Services August 2020, 2. Do not reopen until April 2021 (managed with very limited staffing), and 3. Dissolution, which has not been modeled but is a possibility to be considered especially in light of

larger issues outside of the PDA's control. Chief Finance Officer Diane Moody presented her assumptions and forecasts for Scenario 1 citing a net loss of \$693K for 2020 and \$193K for Quarter 1 of 2021, requiring an additional \$250K to be sourced for cash flow. Moody also presented assumptions and forecasts for Scenario 2, citing a net loss of \$1.25M for 2020 and \$254K for Quarter 1 of 2021, requiring an additional \$700K to be sourced for cash flow. Makers Square is a potential source of additional cash flow for either scenario, noting Jackson's request not to borrow money from there until achieving greater clarity on the Historic Tax Credits.

PDA Board Co-Chair Todd Hutton asked if we choose not to reopen, are we required to refund "non-refundables" since we chose to stay closed? Moody replied that two lawyers have said that if we refund any, we have to refund all, which is an additional liability of \$500K. Sales and Marketing Director Cody Griffith added that with the Park and Lighthouse reopening, if we do not reopen then it reduces the strength of the position taken on being forced to close.

Treasurer Jeff Jackson shared his assessment, stating that given the history and the current situation, he believes a partial reopening is the best option, financially. Jackson said he believes the committee and board should not recommend dissolving at this time, and personally recommended to go ahead with the reopening plan (Scenario 1) while working on a business plan overhaul.

Board Member Cindy Finnie also spoke, citing leisure business as the key to financial viability. Finnie requested that partners share their long-term business models, to determine how they play in to the overall future of the PDA business model.

Finance and Audit Committee Member and Fort Worden Foundation Board Chair Herb Cook shared that he is of two minds, one being that not opening until next April allows more focus on redesigning the business model. The other is that the longer the PDA stays closed, the more "public capital" the PDA spends, as opposed to "financial capital," and the PDA's reputation with the public will be critical, no matter what business model is adopted, to success or failure. Cook stated that he believes the Historic Tax Credits are needed to succeed, and there is a possibility the current purchase deal will not go through, but that risk increases substantially if the PDA does not reopen. Despite the risks, Cook also recommended a partial reopening (Scenario 1).

Hutton shared his own assessment, echoing Cook's concerns about redesigning the business model. Hutton stated the board will be an integral part of driving the business model redesign process, as Robison and Moody will be at reduced time. Hutton also noted that while not reviewed in this presentation, the "downward cash line" will go past March 2021.

IV. Recommendation to the PDA Board

Each member of the Finance and Audit Committee made an individual recommendation to move forward with partial reopening in August 2020 (Scenario 1).

V. Public Comment

Held for the Board Meeting.

VI. Adjourn

Finance & Audit Committee Meeting adjourned at 10:55am.



DRAFT Minutes
Board of Directors Meeting
Fort Worden Public Development Authority (FWPDA)
Wednesday, June 24, 2020 | 10:00 a.m. – noon
Via ZOOM

Public Meeting Agenda

I Call to Order at 10:55 a.m.

The June 24 board meeting was a remote Internet- and phone-based meeting in accordance with the “Stay Home” emergency proclamation issued by Governor Jay Inslee on March 23, 2020 and subsequently extended. Access information to the meeting was published on the Fort Worden website and in a meeting notice to the media.

The Finance and Audit Committee continued its meeting at 10 a.m. so that Chief Financial Officer Diane Moody could complete a presentation on reopening scenarios; the board meeting began at 10:55 a.m. (See website for minutes from the Finance & Audit Committee meeting and the PowerPoint Presentation.)

II Roll Call/Attendance

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

Staff: Dave Robison, Diane Moody, David Timmons, Aislinn Palmer

Public/Staff Guests: Seth Rolland, David Goldman, Brian Hageman, David Rinn, Leah Mitchell, Janine Boire, Owen Rowe, Julie Christine, Rob Birman, Lisa Werner, Michelle Hagedwood, Karen King, Holly Rebert, Nora Mitchell, Jeanie Cardon, Renee Klein, Don Englebach, Carmen Jaramillo, Sonya Baumstein, Cody Griffith, Natalie Maitland, Daniel Nyby, Donna Mine, David Beckman, Jess Morris, Carolyn Zipeto, Teddy LaChappelle, Eileen Steimle, Holly Height, Erica Johnson

III Changes to the Agenda

The board meeting began with an invitation for all board members to comment on the re-opening scenarios presented during the Finance & Audit Committee meeting.

IV Re-opening Scenario Discussion

Scenario 1 is the limited opening of leisure and food services in August 2020, Scenario 2 delays opening to April 2021 and involves limited management of the campus in the interim, and Scenario 3 is the dissolution of the PDA. Co-Chair Norm Tonina noted that there are several dimensions to consider in evaluating re-opening options: net revenue, cash flow, the historic tax credits, the impact on a diverse set of stakeholders, the impact on the PDA’s brand, and the impact on the ability to maintain or recruit talented staff in the future. He said he agreed with committee members who

identified a need for more immediate, real-time business information of opening activity so that the board can actively monitor operations amid the uncertainty of the pandemic. Tonina added that it would be helpful for partners to bring their future business models forward to help the PDA understand how they will survive the crisis and reinvent themselves. Board Secretary Jane Kilburn echoed committee comments made about the importance of leisure and restaurant operations to the PDA's model and its stability, which she said was made quite clear by the presentation. She added that the importance of this business does not take away from the mission work done by partners. As for the work to reimagine the campus, she said it's incumbent on the PDA board to drive this process. Board co-chair Todd Hutton noted that it's not the time to be frozen and paralyzed by fear and uncertainty, and with good information and planning hard decisions and risks can be taken.

V. Public Comment

David Goldman said comments made over the last few months about pent-up demand for leisure appear to be true, and he thinks it's a function of assets that didn't exist earlier and not just marketing. Goldman said goodwill has been generated by increased public perception of the value of lifelong learning and the campus facilities and grounds. He said many new visitors are coming to the campus as a result of staff efforts to produce high quality services that didn't exist prior to the PDA. It's important to value those assets and preserve them as much as possible, Goldman said.

Seth Rolland, a board member of the Port Townsend School of Woodworking (PTSW), said he echoes Goldman's praise of the assets of Fort Worden, especially the park itself and all of the partner activities. He said he would like to see the PDA focus more on the stakeholders and the PDA's main purpose, which he sees as providing what could be called "infrastructure" that provides access to the assets. Regarding the call for partner business models, Rolland said partners need long-term leases in order to survive and raise funds for their assets. Regarding talk about the importance of leisure travel, he noted that PTSW has 15 students coming for three months, and he encouraged the PDA to make long-term housing available for such students because it provides financial stability and requires less frequent cleaning. Executive Director Dave Robison said this option should be assessed. Tonina added that PDA communications with the partner lease negotiation team have made it clear that completing the lease process as soon as possible is a priority, and the PDA first needs to get through the crisis.

Janine Boire, executive director of the Port Townsend Marine Science Center (PTMSC), shared that the center is stronger than ever in terms of its finances and the people that it serves. They are ahead of their pre-COVID budget projections thanks to strong community support, she said. Boire added that to participate in the PDA's residential and food services, rates are needed at least two years in advance so that organizations can apply for grants for those programs.

VI. Re-opening Plan

Action: Motion to direct staff to execute plans to move forward with the Scenario 1/August 2020 reopening plan. **Unanimously Approved.**

Board Treasurer Jeff Jackson said that in the Finance & Audit Committee meeting he shared a desire for more clarity on the process for completing the tax credit process. Jackson said he would like that feedback prior to approving moving any funds from Makers Square capital funds to PDA operations. Tonina said there would be follow-up with the investor to share the financial plan for the approved re-opening scenario, and Robison said a subordination agreement also needs to be in place with State Parks. Tonina said there should be an update at the July meeting on whether the investor will proceed and on next steps.

VII. Consent Agenda

Action: Motion to approve the May 27, 2020 Regular Board Meeting Minutes and the June 12, 2020 Special Board Meeting Minutes. **Unanimously Approved**

Action: Motion to approve the June 18, 2020 Finance & Audit Committee Meeting Minutes. **Unanimously Approved**

VIII. Recovery Team FEMA Status Update

A. Staff Report

Consultant David Timmons said that the Federal Emergency Management Agency (FEMA) is pushing back on providing relief funds for emergency response labor costs. They are now defining “threat” as having a COVID outbreak on campus, and so the PDA’s labor costs associated with the pandemic won’t qualify for relief funds, he said. Timmons said he moved on to determining what PPE is eligible and had agreement from FEMA staff that most of the PPE that the PDA was requesting was necessary and allowable for reimbursement (with requests limited to a month and a half in advance). He said that five minutes after that understanding was made with FEMA, he received a follow-up call from FEMA in which he learned that 90% of the PDA’s PPE request was not eligible. FEMA staff seem to be disorganized and are misunderstanding request details, he said. Timmons said his next steps involve seeing if he can get FEMA to reconsider the relief requests, but that the PDA will likely need to move on from FEMA and approach state emergency management.

B. Board Discussion

Kilburn noted that the PDA was counting on FEMA funds for reopening. Hutton said the reduced PPE budget has been built into the current budget scenario based on communication from Timmons about challenges with FEMA.

IX. Staff Update

• Makers Square & Glamping

Robison reported that Makers Square construction is proceeding and completion is expected in mid-October. He said he had hoped to resume glamping construction in July, but that has become premature as contract language is being worked out for reimbursable grants needed for Makers Square. Moody added that the glamping timeline involved opening now, and so with construction still in process the PDA has to reconsider when glamping could be open for business. Kilburn asked about what will be operating in Makers Square when it opens. Robison said Makers Square will be a critical piece of the conversation about how to reimagine the campus. He said he is not concerned about opening buildings 308 and 324 before next April, and this provides time to think through what their ultimate use should be and how it can help the PDA reposition itself as a lifelong learning center or some other function. [KPTZ would likely open sooner than next year.]

• Fort Worden State Park Reopening

Robison reported that the beach campground is open, and the forest campground is slated to open in early July. Moody added that campground check-in is happening in building 200 by state parks staff because the Commons is closed.

- **Fort Worden Collaborative**

Robison said the Fort Worden Collaborative continues to meet weekly and that he and Hutton are on the committee focused on long-term plans for the campus. He said the conversations have been valuable and no proposals are ready yet. Robison added that he is moving forward with a request to State Parks for a deferment of the start of the revenue-sharing requirement while planning for the Fort's future is underway. The conversation with State Parks involves defining how long to propose deferring the revenue sharing provision, he said. Hutton agreed that the conversations in the working group are helpful and the creative thinking will feed into the PDA's process to reimagine, which will involve partners. He noted that a PDA group with this focus hasn't formed yet, and he thinks that it needs to get going soon.

X. Public Comment

Seth Rolland commented on the relationship between the partners and the PDA, suggesting that members of the Collaborative should be on the PDA board given their common goals.

Robison provided history on past conflict of interest issues related to dual service on a partner board and the PDA board. He said some PDA board members have also served on partner boards and have ended up resigning from those organizations because of concerns about the appearance of fairness or conflict of interest issues. Robison said that when the PDA charter was created, legal counsel recommended strongly that partners should not sit on the PDA board because of potential conflicts. For those reasons, the PDA hasn't since considered having partners on the board. Robison said that the PDA encourages partners to be involved in board meetings as participants and to be engaged in board conversations. Hutton added that there has been the suggestion that partners could sit on PDA subcommittees or working groups, and he thought this would be a viable way to get partner participation in governance. He said the need for shared governance has come up in Collaborative conversations as a way to get more participation by stakeholders. Robison noted that staff resources and bandwidth will continue to be limited over the next several months. He added that during the PDA's formation partners and community members helped develop the PDA's business and management plans, and he thinks there would be a similar opportunity as the PDA goes through the reimagining process and the board establishes committees focused on special topics.

Rolland said he appreciated the information and suggested that the PDA consider consulting a lawyer again on the idea that there is a conflict of interest with having a partner on the board. Kilburn said that she was on PTSA and PDA boards at the same time, and PTSA asked her to leave their board out of concern about a conflict of interest. She said she had tried to make it work but that it can be difficult to serve on both boards. Rolland said he is not advocating for an active partner board member to be involved; it could be a past board member whom the Collaborative could suggest. Kilburn noted that members of the public are always encouraged to apply.

XI. Adjourned: 11:46 a.m.

RESOLUTION NO. 20-11

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE FORT WORDEN PUBLIC DEVELOPMENT AUTHORITY AUTHORIZING OPENING PDA CHECKING AND SAVINGS ACCOUNTS WITH KITSAP BANK

RECITALS

- A. Pursuant to the Amended Charter, “the management of all Authority affairs shall reside in a Board of Directors. (Amended Charter, Article VII, Organization of Authority, Section I.)
- B. Pursuant to Section 6 of the Charter, duties of Board Members may include, among other duties, the contracting of debts, issuance of notes, debentures, or bonds, and the mortgaging or pledging of corporate assets to secure the same. In addition, “any resolution authorizing or approving such an action shall require the affirmative action vote of the majority of board members voting on the issue.” (Amended Charter, Article VII, Organization of Authority, Section 7.)
- C. The Board of Directors is authorized to supervise the activities of the Corporation and when necessary execute instruments on its behalf when authorized by the Board.
- D. Resolution 15-10 sets out the policy directive of the administrative authority of the Executive Director including policies governing bank accounts and funds.
- E. Specific board members and specific departmental managers need to have authority to sign checks to maintain an efficient and effective operation.
- F. The Fort Worden PDA is opening the following accounts at Kitsap Bank to conduct business necessary for efficient and effective operations:
 - a. Advanced Deposits (Savings Account)
 - b. Food Services (Checking Account)
 - c. Operations (Checking Account)
 - d. Payroll (Checking Account)
 - e. Capital Improvements (Checking Account)

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

The Board authorizes the opening of checking and savings accounts with Kitsap Bank necessary for efficient and effective operations.

ADOPTED by the Board of Directors of the Fort Worden Lifelong Learning Center Public Development Authority at a properly noticed regular meeting of the Board at which a quorum was present, held on the 10th day of August 2020.

Norm Tonina, Co-Chair

Todd Hutton, Co-Chair

Attest:

Jane Kilburn, Secretary

DRAFT

RESOLUTION NO. 20-12

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE FORT WORDEN PUBLIC DEVELOPMENT AUTHORITY AUTHORIZING SIGNERS FOR PDA CHECKING AND SAVINGS ACCOUNTS WITH FIRST FEDERAL SAVINGS AND LOAN AND KITSAP BANK

RECITALS

- A. Pursuant to the Amended Charter, “the management of all Authority affairs shall reside in a Board of Directors. (Amended Charter, Article VII, Organization of Authority, Section I.)
- B. Pursuant to Section 6 of the Charter, duties of Board Members may include, among other duties, the contracting of debts, issuance of notes, debentures, or bonds, and the mortgaging or pledging of corporate assets to secure the same. In addition, “any resolution authorizing or approving such an action shall require the affirmative action vote of the majority of board members voting on the issue.” (Amended Charter, Article VII, Organization of Authority, Section 7.)
- C. The Board of Directors is authorized to supervise the activities of the Corporation; when necessary execute instruments on its behalf when authorized by the Board.
- D. Resolution 15-10 sets out the policy directive of the administrative authority of the Executive Director including policies governing check signing and funds.
- E. Specific board members and specific departmental managers need to have authority to sign checks to maintain an efficient and effective operation.
- F. The Fort Worden PDA maintains checking and savings accounts at First Federal Savings and Loan and anticipates opening checking and savings accounts at Kitsap Bank to conduct business necessary for efficient and effective operations.

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

The Board approves the following staff and board members as authorized signers on the following accounts as listed in Exhibit A.

ADOPTED by the Board of Directors of the Fort Worden Lifelong Learning Center Public Development Authority at a properly noticed regular meeting of the Board at which a quorum was present, held on the 10th day of August 2020.

Norm Tonina, Co-Chair

Todd Hutton, Co-Chair

Attest:

Jane Kilburn, Secretary

EXHIBIT A: Resolution 20-12

List of Signers and Account

Current				
Operating	Capital Improvements	Payroll #2	Food Services	Advanced Deposits
S Dave Robison	S Dave Robison	S Dave Robison	S Dave Robison	S Dave Robison
S Todd Hutton	S Norm Tonina	S Norm Tonina	S Diane Moody Sonya	S Todd Hutton
S Norm Tonina	S Diane Moody	S Diane Moody	I Baumstein	S Norm Tonina
S Diane Moody	S Todd Hutton	S Todd Hutton	I Carolyn Zipeto	S Jane Kilburn
S Jane Kilburn	S Jane Kilburn	S Jane Kilburn Sonya		I Joann Hutton
I Sonya Baumstein	I Sonya Baumstein	I Baumstein		I Sonya Baumstein
I Carolyn Zipeto	I Carolyn Zipeto	I Carolyn Zipeto		I Carolyn Zipeto

Proposed				
Operating	Capital Improvements	Payroll #2	Food Services	Advanced Deposits
S Dave Robison	S Dave Robison	S Dave Robison	S Dave Robison	S Dave Robison
S Todd Hutton	S Norm Tonina	S Norm Tonina	S Diane Moody Sonya	S Todd Hutton
S Norm Tonina	S Diane Moody	S Diane Moody	S Baumstein	S Norm Tonina
S Diane Moody	S Todd Hutton	S Todd Hutton	I Carolyn Zipeto	S Jane Kilburn
S Jane Kilburn	S Jane Kilburn	S Jane Kilburn Sonya	S Holly Height David	S Joann Hutton
S Sonya Baumstein	S Sonya Baumstein	S Baumstein	S Timmons	I Sonya Baumstein
I Carolyn Zipeto	I Carolyn Zipeto	I Carolyn Zipeto David		I Carolyn Zipeto
S David Timmons	S David Timmons	S Timmons		S David Timmons

RESOLUTION NO. 20-13

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE FORT WORDEN LIFELONG LEARNING CENTER PUBLIC DEVELOPMENT AUTHORITY (FWPDA) AUTHORIZING THE EXECUTIVE DIRECTOR TO APPROVE A SECOND EXTENSION OF THE 2020 CONTRACT WITH DAVID TIMMONS FOR CRISIS AND RECOVERY PLANNING AND TO INCREASE THE TOTAL CONTRACT BUDGET FROM \$15,000 TO \$20,000

RECITALS

Whereas, the FWPDA Board of Directors adopted Resolution 15-10 providing for master policy directives and the administrative authority of the Executive Director, and;

Whereas, the administrative authority allows the Executive Director to obtain professional and consultant services in the conduct of normal FWPDA operations, not exceeding \$10,000 without board approval, and;

Whereas, the Executive Director has entered into a 2020 professional services contract with David Timmons (consultant) to work as a strategic advisor for navigating the pandemic crisis and economic recovery planning;

Whereas, due to additional needs in crisis and economic recovery planning, on May 13, 2020 the FWPDA Board of Directors approved an extension of the contract with David Timmons through June 30 and for a budget not to exceed \$15,000, and;

Whereas, due to ongoing needs in crisis and recovery planning, it is efficient and useful to extend the contract with David Timmons through July 31, 2020 for a total budget not to exceed \$20,000, and;

Whereas, the Fort Worden Foundation has issued a grant of \$15,000 from its operating budget to the FWPDA to pay for the consultant's contract, and it has increased the grant amount by \$5,000 to cover the contract extension.

BE IT RESOLVED that the Board of Directors of the Fort Worden Public Development Authority authorizes the Executive Director to extend the contract with David Timmons through July 31, 2020 and to increase the contract budget, resulting in total contracted services not to exceed \$20,000.

ADOPTED by the Board of Directors of the Fort Worden Public Development Authority Lifelong Learning Center at a regular meeting thereof, held this 10th day of August 2020.

By: _____
Todd Hutton, Co-Chair

By: _____
Norm Tonina, Co-Chair

ATTEST:

By: _____
Jane Kilburn, Secretary

RESOLUTION NO. 20-14

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE FORT WORDEN PUBLIC DEVELOPMENT AUTHORITY RELATING TO EMERGENCY MANAGEMENT DURING THE COVID-19 CRISIS AND AUTHORIZING CERTAIN OVERSIGHT MANAGEMENT RESPONSIBILITIES TO BOARD CO-CHAIRS, AND PROVIDING FOR AN EMPLOYMENT CONTRACT WITH DAVID TIMMONS AS ACTING ASSOCIATE EXECUTIVE DIRECTOR, AND AMENDING RESOLUTION 20-06 TO PROVIDE FOR AND DESIGNATE A RECOVERY DIRECTOR IN CONNECTION WITH EMERGENCY RECOVERY OPERATIONS DURING THE COVID-19 CRISIS

RECITALS:

1. On March 25, 2020, the Board of Directors of the Fort Worden Public Development Authority (FWPDA) Lifelong Learning Center adopted Resolution 20-06, which recognized the public health emergency due to COVID-19 and authorized the Executive Director to respond to emergency management needs during the COVID-19 crisis,
2. Due to COVID-19, operations and revenues at FWPDA have been significantly disrupted, resulting in closures and layoffs and loss of revenues from accommodations and food and beverage services.
3. On June 24, 2020, the Board approved a re-opening of certain FWPDA operations beginning August 1, 2020.
4. David Timmons is the former City Manager of the City of Port Townsend, and has extensive experience and background with FEMA and in responding to emergencies. He is available to assist the FWPDA in operations during the COVID-19 crisis.
5. The Board determines it is in the best interest of FWPDA, during the resumption of operations at FWPDA and facing significant operational challenges due to COVID-19, to utilize the experience and expertise of David Timmons, and to appoint him as Acting Associate Executive Director with responsibility for operations at FWPDA, and to the position of Recovery Director, so as to allow Executive Director Dave Robison, as Executive Director, to focus on fundraising, organizational planning and policy matters, as set forth in this Resolution.
6. The Board determines it is in the best interests of the FWPDA to authorize certain oversight management responsibilities to Board co-chairs, as set forth in this Resolution.

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

1. Board Co-chairs are authorized to enter into an employment contract with David Timmons consistent with the following terms:
 - a. He shall have direct management authority over day to day operations at FWPDA, including emergency management, finance, personnel and other related administrative duties.
 - b. Salaried position as Acting Associate Executive Director in charge of operations including emergency management for the term August 1, 2020 through December 31, 2020.
 - c. Salary of \$6,000 per month for half time salaried position.
2. David Timmons' responsibilities include appointment to the position of Recovery Director.

The Recovery Director shall have direct responsibility for implementation of the FWPDA Strategic Goals Implementation adopted by the Board on May 13, 2020 (including any amendments), and for organization, administration and operation of the PDA for emergency management, and is authorized, to take all appropriate and necessary steps consistent with state and local law to respond to the emergency to safeguard the PDA's assets, its employees, and the general public. This authorization includes emergency planning and partnering with other agencies and organizations to utilize PDA assets and staff for emergency management purposes, provided, the Recovery Director keeps the Board informed of major planned actions and seeks Board approval as required by law. The Recovery Director is authorized to modify employee work schedules and close or limit access to buildings and properties under PDA control. The Recovery Director is authorized to enter into contracts for emergency purposes without following processes and requirements for contracting in Resolution 15-02, as amended, provided, the contract must be explicitly necessary and directly relate to the emergency.

Effective August 1, 2020, the Executive Director will delegate day-to-day operational authority to David Timmons, Acting Associate Executive Director, who essentially will function as Chief Operating Officer (COO) and have signatory authority in each of the areas delegated by the CEO. The Executive Director retains ultimate authority for all operations, including Capital Improvements, subject to the Board's authority.

3. The Executive Director and Acting Associate Executive Directors shall report to and be under the oversight supervision of Board Co-Chairs Todd Hutton and Norm Tonina, who shall act in consultation with the Executive Committee. The Board Co-chairs, and the Executive Committee, shall keep the Board informed of major planned actions and seek Board approval as required by law.
4. Paragraph 3 of Resolution 20-06 (set forth below) is amended to read as follows (strike out is deleted, underlined is added):

Emergency Funding. The Recovery Director is authorized to request all available local, state and federal assistance necessary to respond to this emergency. As required by funding agencies, the Recovery Director is authorized to sign all grant applications, grant agreements and other documents in connection with obtaining grants and other funding for emergency operations and recovery.

5. This Resolution and Resolution 20-06 remain in effect until December 31, 2020, unless sooner terminated or extended by Board Resolution.
6. Except as set forth in this Resolution, Resolution 20-06 is not otherwise affected and remains in full force and effect.

ADOPTED by the Board of Directors of the Fort Worden Public Development Authority Lifelong Learning Center at a regular meeting thereof, held this 10th day of August 2020.

By: _____
Norm Tonina, Co-Chair

By: _____
Todd Hutton, Co-Chair

ATTEST:

By: _____
Jane Kilburn, Secretary

NOTE: After its initial meeting in January, the Fort Worden Collaborative resumed meeting in May. The goal was to restart discussions while figuring out how to support each other amidst a global pandemic that shut down the Fort and most Partner operations. The last 12 weeks' discussions have been robust and, considering these meetings were all online as we navigated the personal and organizational impacts of coronavirus ... congratulations on a job well done. We've reached the end of Phase I and Janine Boire will step in as your guide for Phase II. I have compiled the work to date into one document. Specifically, since topics were discussed and evolved over many weeks, I've tried to organize the "questions to be answered" in a logical manner and provided suggestions for moving forward with more action-oriented recommendations; of course, these are just my opinions and there are many different approaches that can work. Thank you for committing energy and creative thinking during this extraordinary time; I look forward to serving as a regular participant of the Collaborative in the weeks ahead.

*Renée Klein
August 6, 2020*

FORT WORDEN COLLABORATIVE		
Objective	For the Fort Worden community to collaboratively develop plans that realize Fort Worden's full potential	
Desired End Product	An integrated vision and plans for Fort Worden direction that <ul style="list-style-type: none"> • aligns with the goals and plans of Parks, City, PDA and Partners • drives for mutual success • is achievable and sustainable for the near and long term 	
Participating Organizations	1. Centrum 2. City of Port Townsend 3. Copper Canyon Press 4. Corvidae Press 5. Fort Worden Advisory Committee 6. Fort Worden Foundation 7. Friends of Fort Worden 8. Goddard College 9. Jefferson County Historical Society 10. KPTZ	11. Madrona MindBody Institute 12. Peninsula College 13. Port Townsend Marine Science Center 14. Port Townsend School of the Arts 15. Port Townsend School of Woodworking 16. Public Development Authority (PDA) 17. Washington State Parks <i>(Klallam and S'Klallam Tribal representatives accepted the invitation but are not yet active)</i>

TIMELINE & BACKGROUND – Phase I

October: FW Partners requested more inclusive/collaborative planning for Fort Worden

November: Three Partner and three PDA representatives began framing a path forward

January: Partners and PDA completed an informal SWOT (Strength, Weaknesses, Opportunities and Threats) survey and the FW Collaborative was launched at a promising, day-long kick off with 30+ attendees. (The SWOT, Overview document and notes from the January event may be found in the Appendix.)

February: The second meeting was cancelled due to issues relating to lease negotiations.

March: Fort Worden State Park was shut down due to the coronavirus pandemic. The PDA's financial pressures were magnified by loss of revenue from the park's closure. Meanwhile Partners faced their own organizational shutdowns and financial impacts from program cancellations heading into the usually busy summer season.

May-July: A smaller version of the Collaborative resumed meeting via video conference and three working groups were established with these objectives:

Near-Term Working Group	Mid-Term Working Group	Long-Term Working Group
<i>Ensure Partners can function successfully while PDA operations are limited or paused</i>	<i>Develop campus-wide resiliency through collaborative initiatives that bridge to the Lifelong Learning Center's new future</i>	<i>Develop integrated plans to save Fort Worden/realize its potential, including new business approaches and models</i>

COLLABORATIVE PROGRESS TO DATE

- Partners, PDA, City and State shared concerns, ideas and hopes for the Collaborative's outcome.
- We held timely discussions of "who needs what" during the shutdown, and shared resources/equipment/supplies to manage closures and reopening.
- A Sharepoint site for archiving important historical and current documents was created and access provided to all.
- Volunteers from various organizations were organized and deployed to needed roles at the Fort.
- COVID-related protocols from various organizations were compiled and are being distributed.
- Shared Services were explored as a way to collaboratively reduce costs – [see Appendix](#).
- Jefferson Community Foundation presented ideas for Port Townsend as a Center for Creative Entrepreneurship and suggested how Fort Worden could play a pivotal role – [see Sharepoint](#).
- Port Townsend School of the Arts (PtSA) shared information about its reinvention/upcoming merger with Northwind Arts Center; this model could be used by other Partners.
- A second (informal) SWOT was conducted by the Mid-Term Working Group – [see Appendix](#).
- Very preliminary campus building usage, exploring "hospitality dominant" vs. "nonprofit dominant," was modeled; when historical revenue numbers are provided, this work can be updated and expanded.
- Received preliminary clarification from the PDA as to how it wants the Collaborative to support its work (maximizing people's time and talent, and avoiding duplication or unwanted efforts).

The May-July progress has been generously fueled by:

- Several years' hard work by the PDA staff and board to build and shepherd a new Lifelong Learning Center at Fort Worden; the complexity of managing this site cannot be underestimated.
- Collaborative members' – and their fellow board/staff – unbridled passion for Fort Worden.
- The sense of urgency to stabilize operations and finances of the PDA.
- Contributing individuals' knowledge, experience, skills and community connections.
- The even greater need for PDA, Partners, city, state, and community to collaborate for mutual success during and following this pandemic that has dramatically affected our organizations.

"The crisis of a global pandemic affords us the opportunity – indeed the obligation – to solve problems together, with interdependent plans that also respect each organization's autonomy."

[From the May 14 meeting]

R.KLEIN OPINION: The May-July progress has also experienced constraints, among them:

1. **Uncertainty:** The inability to forecast – even for a few weeks, much less months or beyond – in a rapidly changing health and economic crisis is extraordinarily challenging.
2. **Capacity:** The PDA is currently extremely short staffed and also is without a CFO, which limits timely or easy access to data. Other Collaborative members have numerous other commitments, often more-than-full-time jobs, so their ability to take on deep levels of engagement is limited.
3. **History:** Relationships are better; indeed, crises often forge new alliances. Nonetheless, not all Partners are confident the PDA is fully committed to the Collaborative’s efforts, and not all PDA members are wholly trusting of Partners’ aims.
4. **Authority:** The Collaborative created itself and is self-directed. There is no official request or charter for this work; this creates less-than-full engagement as there are no mandated requirements, deadlines or deliverables against which to work.
5. **Representation:** We have not yet had representation from State Parks headquarters (Olympia), and we would benefit from participation by sovereign tribes.
6. **Coronavirus:** Given the health and safety mandates, our meetings have been confined to the online realm. Everything is harder do to this way, especially collaborative endeavors. It is a credit to the participants that we have made as much progress as we have, given the constraints of seeing each other as tiny boxes on our computers; **congratulations for doing hard work in a hard time.**

GENERAL R.KLEIN RECOMMENDATIONS – Phase II

1. **Broader staff and/or board involvement** (Partners, PDA, others) with relevant experience would be very helpful. Additionally, securing Peter Herzog’s involvement, or someone else senior at State Parks, would be enormously beneficial to this process, as would engaging representatives from the S’Klallam and Klallam nations.
2. An experienced, dedicated **project manager** to oversee this process would be a great asset due to the above-mentioned capacity issue. Related, there will be need for broader expertise beyond the current group. Perhaps one of the previous Fort Worden **consulting firms** can be engaged for some of the heavy lifting/research, with funding via a capacity building grant if possible and, if not, then from the PDA, city ... possibly state or Partners.
3. Access to timely, accurate **data** is key, especially as the Long Term Working Group considers various scenarios. Additional support for the PDA, especially with financial expertise, may be needed so that their efforts and Collaborative efforts are based on the same information.
4. The undercurrent of **unfinished leases** inhibits trust and our ability to move forward. Completion of leases will unite Partners and PDA in a shared purpose and commitment to each other. It also is likely the fastest way to unleash philanthropic resources for operations and deferred maintenance. Resuming negotiations soon, with a specific timeline for completion, agreements about communication and perhaps aided by a neutral real estate negotiator, should be a priority.

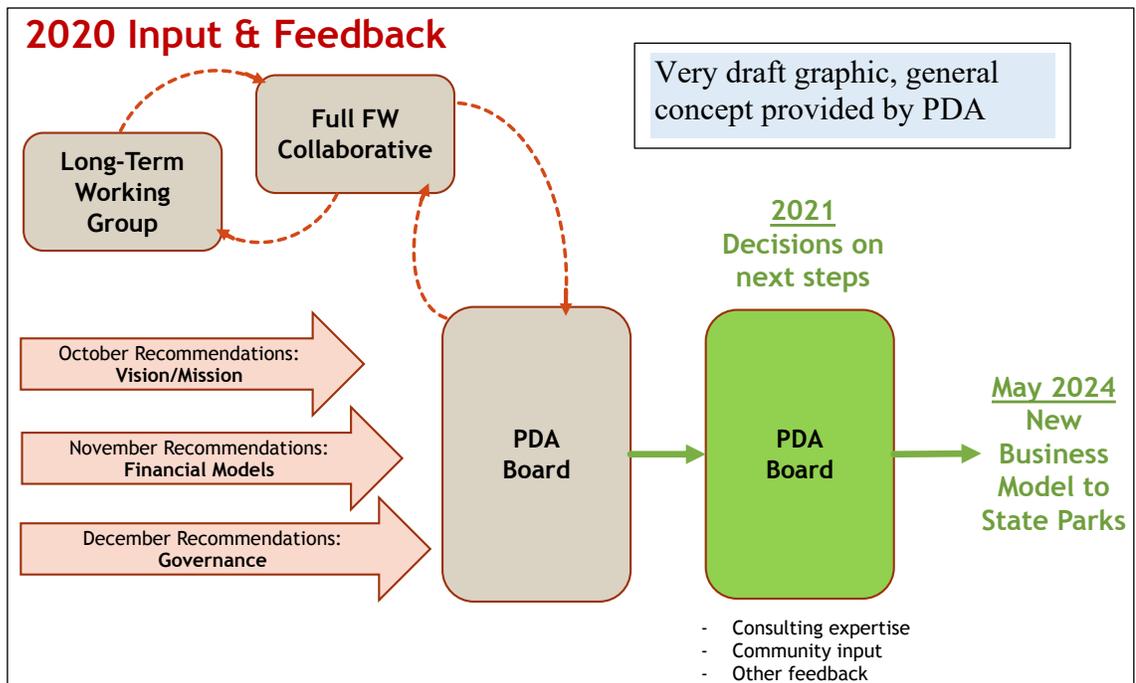
5. The Collaborative’s objective is to develop plans that realize Fort Worden’s full potential, with an integrated vision and plans that drive for mutual success. As a demonstration of partnership and confidence in this shared goal, the PDA should **officially ask/“charge” the Collaborative** to explore solutions and deliver recommendations by a date certain. (Since PDA board and staff are part of the Collaborative, these ideas will have already passed a first level of PDA scrutiny; further, the full PDA board will receive frequent updates and have the opportunity to provide interim feedback. In other words, there will be no surprises in final recommendations, and the PDA can trust the process. Then the full PDA board can select which concepts it wishes to move forward, setting the stage for next levels of community involvement and/or technical review.
6. The **Near-Term Working Group should meet** if/as needed, continuing to serve as an important liaison between PDA and Partners relating to shutdowns, paused services, re-openings/re-entry, and consistent messaging around COVID-19 protocols. They also can be a link to/from volunteers and Fort Worden needs.
7. The **Mid-Term Working Group** should meet 1-2x/month, TBD needs and progress. A group leader should be appointed to serve for the next 90 days to guide the group as it continues to focus on campus-wide resiliency through collaborative initiatives that bridge to the Lifelong Learning Center’s new future. Its focus can be: finding interim funding for needed consultants or project manager; exploring shared services to reduce costs (*see Appendix*); nurturing collaborations, both on and off-campus (for example, discussions have been held with PT Schools about their needs), as Partners recreate themselves; and other initiatives as warranted.
8. The **full Collaborative** should scale back to monthly meetings, hearing about and providing feedback on the sub-teams’ work.

R. KLEIN RECOMMENDATIONS FOR THE LONG-TERM WORKING GROUP – Phase II

(Note: several Long Term Working Group members provided input below; draft to be updated)

Step 1: Appoint a **Group Leader** or, ideally, co-leaders, one of whom is a PDA Board member. If needed, these could be 90-day time frames and then switch to someone else. *(An alternative that was suggested is a 3-person steering committee.)*

Step 2: Set a **deadline** and **process** by which the group aims to complete the work, including the committee’s “requested charge” from the PDA board to aid mutual understanding and avoid duplication of efforts. The graphic below was compiled based on feedback from PDA board members to the Collaborative.



(Note: PDA will supply additional or updated graphics to describe their desired process; we all want to ensure work is additive and valuable, not duplicative)

Step 3: Determine **frequency and timing of working sessions**; gathering for longer periods of time (even if less frequently) will likely achieve greater results and, equally important, members will see the progress and be inspired to press on.

Step 4: Define the **top-line challenges and questions** to address. Do this work through analysis of the January 2020 SWOT, committee discussions, and review of historical documents.

Step 5: The group will need to establish some general **ground rules**, such as, “Do we do all the work as a Committee of the Whole, break into sub-teams, or have individual contributors research topics and bring them back?” This of course can be revisited throughout. Additionally, the group should determine how many and which organizations should be used as **benchmarks or comparisons**. Some to consider include:

- The Presidio
- 1440 Multiversity
- Zingerman’s Deli (for their open book management)
- Fort Vancouver
- John C. Campbell Folk School in North Carolina
- Chautauqua Institute
- Esalen
- Fort Mason
- Twisp, WA PDA
- Magnuson Park

Ongoing: Then the group should begin answering the questions below – *which have all been taken from previous Collaborative member comments/meeting notes* – in an organized progression, building on each topic by topic, before moving on to the next grouping.

I. Vision/Mission

- 1) Review language of original establishing documents and, beyond the SWOT, conduct a quick **gap analysis** between Lifelong Learning Center concept/intent and
 - a. what occurred in the ensuing years
 - b. today’s coronavirus-influenced reality/what’s likely in the next 36 months

- 2) Develop assumptions about and **define a desired future state**, including addressing the commitment to/need for the established purpose of enhancing lifelong learning and what this means, practically, today.
 - a. revisit audiences (for example, group/conference dynamics and immersive residential programming may be permanently altered in a post-COVID world)
 - b. confirm if a more integrated campus is desired and, if so, articulate its elements (amplified programming, reduced costs, etc.)
 - i. how would Partners and PDA create an ecosystem of partnerships (interconnected “Olympic rings”)
 - ii. how can PDA and Partners’ internal systems be better unified or streamlined (e.g. reservations, marketing, HR, program planning)
 - iii. what would an integrated face to the customer look like (e.g. more integrated sites)
 - c. consider new partners that would support the LLC goals (for example, are there “siblings” to lifelong learning such as social or environmental justice causes that are less personal lifelong learning but instead community learning?)
 - d. consider if other types of tenants would drive revenue and/or support the campus’ lifestyle, even if they don’t specifically provide lifelong learning (and assess where/how spaces would be available)
 - e. consider if there are community needs that could be addressed (e.g. workforce housing)
 - f. evaluate how leisure travelers can support and participate in programming by current partners (e.g. 1440 Multiversity approach)
 - g. examine how to maximize offering leisure and group hospitality business with sponsoring and supporting arts and education programs
 - h. consider branding implications

- 3) Recommend near (12-36 months) and **long-term priorities** that serve as a framework for building other plan elements. This could include identifying how Makers Square can maximize revenue and achieve other goals such as diversifying the creative/learning/makers ecosystem.

- 4) Establish **values that might align actions** and define how FW entities will interpret and live by concepts like *mutual success*, *shared economy* and *sustainability* -- setting the table for better collaboration and shared responsibility.

- a. reflect community and societal demands for change (diversity, equity, access, etc.)
 - b. incorporate S’Klallam and Klallam Tribes, reflecting their strong ties to the region’s land and learning from their innovation and resiliency
 - c. consider and establish mutual obligations (e.g., is the longstanding model of discounted rates for campus-based partners vital/sustainable? Do parties agree that a fully-actualized partnership leads to ample fiscal support, whether earned and/or contributed?)
- 5) Create a framework for **participatory priority setting and input** to the PDA’s decision making.
- 6) Before Financial work (below) begins, develop criteria for evaluating mix of **models** (below is from 7/23 meeting)
- Greater diversity of revenue
 - How models reinforce each other/partnerships
 - Positive footprint/impact extension (example, provides benefit for schools)
 - Sustainability amidst change
 - Continued use/preservation of buildings
 - Potential for growth
 - Flexibility: scalable
 - Meets a current need and statewide Parks mission (accessible Park, etc.)
 - Addresses societal issues, historical issues
 - Enriches the learning and cultural environment of the Fort; grows FW ecology
 - Enhances or extends the reputation of Fort Worden as a destination learning/creating/exploring center

II. Financial

- 1) Review **gap analysis** of original projections (revenue sharing, maintenance, operations, operating costs, residential income, F&B, lease rates, facility rental rates etc.) with 2019 actuals; determine how much of shortfall can be addressed through:
- a. cost reductions (e.g., F&B at lower costs/more flexibility via food trucks?)
 - b. shared services
 - c. different business models/building uses
 - d. increased facility rental rates
 - e. increased service rates (e.g. set-up fees)
 - f. lease raised based on market analyses
 - g. campus maintenance
 - h. revenue sharing with Washington State Parks per Master Use Agreement
 - i. new earned (e.g. diversified programming revenue) and philanthropic revenue
- 2) Using discussions/answers from **I. Vision/Mission**, model and recommend to the PDA various **business/property uses** (hospitality, arts & culture, nonprofit center, mixed use) that result in annual balanced budgets supporting daily campus operations, adequate cash flow, sufficient reserves and funding for ongoing and deferred maintenance
- a. cost/benefit trade-offs of revenue generation and lifelong learning mission
 - b. how can empty or underutilized spaces be maximized
 - c. right organizations in the right campus places ...vs. reallocating spaces
 - d. does expanded for-profit use make sense and, if so, what types of businesses

- e. should the PDA offer programming (e.g., leadership training, nonprofit governance, wellness, food sustainability, hospitality services, etc.) that does not compete with Partners’ offerings
 - f. determine if residential programming can be affordable for partners and revenue enhancing for the PDA, balancing the nuances of revenue and discounting
- 3) How does the PDA, working collaboratively with Partners, city, other stakeholders and State Parks, methodically address approximately \$100M in **deferred capital maintenance**?
 - 4) How might shared fundraising work and how creative can we be to maximize **philanthropy**, without negatively impacting the fundraising strategies of current and future nonprofit partners?

III. Governance

- 1) Study the advantages/disadvantages of the current **PDA model and other governance** (e.g. nonprofit, public facilities district) models to achieve city/state/partner goals
 - a. how do the PDA and Fort Worden Partners make decisions that are inclusive of all diverse stakeholders?
 - b. how do the PDA and Partners engage the public in visioning and future planning?
 - c. what are the pros and cons of having a Partner representative(s) on the PDA Board, even if ex-officio/non-voting?
- 2) How shall the PDA seek input for establishing its **priorities**, both for ongoing/annual decisions and for longer-term improvement and enhancements to the Fort?
- 3) What **systems/processes** are well functioning vs. needing re-tooling.
- 4) How can all Fort Worden stakeholders **better coordinate** planning, programming, marketing, back office functions, etc., to realize a more coherent and marketable lifelong learning environment?
- 5) How can Partners share/get input for their organizational priorities in a manner that supports and enhances the overall Fort Worden ecosystem?

APPENDICES

(documents in PDF are in reverse chronological order, i.e. most recent are first)

July 2020:	Shared Services as a way to reduce costs
June 2020:	Mid-Term Working Group Informal SWOT
January 2020:	Minutes, January 23 Fort Worden Collaborative Meeting Overview, Fort Worden Collaborative SWOT results from Partners and PDA, pre-January 23 meeting
November 2012:	Criteria for Selecting New Tenants/Partner Organizations
October 2012:	Next Steps from FW State Park Business & Management Plan
September 2011:	FW Lifelong Learning Center Public Development Authority Purpose
September 2006:	“Consequences of Business as Usual” (by Peter Herzog)

(Note: there are numerous other relevant/important documents. As time permits, author will add to this PDF and ensure they are in Sharepoint file)

Shared Services as a way to reduce costs (Partners and PDA)

July 2020

Mid-Term Working Group

Exploring Shared Services

WHAT:

- ▶ Centralization/consolidation of admin/back office or ops functions once performed separately
- ▶ Can eliminate redundancy, improve quality and reduce costs
- ▶ Similar to outsourcing
- ▶ All or part of a function: e.g. Payroll, but not all of HR or Accounting
- ▶ Often regional or statewide collaborations
- ▶ Service Agreement or chargeback system (per use, per time period)
- ▶ Management Service Organization (MSO): purchasing through specialized provider organization

WHY:

- ▶ Core biz functions are often under resourced and can be redundant
- ▶ Leverage combined resources to spread/reduce costs across several organizations
- ▶ Depending on structure, can create buying pools (benefits, example)
- ▶ Drive nonprofit innovation and collaboration, with more focus on mission/program

Mid-Term Working Group - Potential at Fort Worden

- ▶ Accounting (finance, bookkeeping, payroll)
- ▶ Purchasing (from pencils to PPE)
- ▶ IT
- ▶ HR (including benefits purchasing/management)
- ▶ Multi-purpose use of buildings
- ▶ Board training and development; other trainings
- ▶ Mail Room / fulfillment / shipping and processing
- ▶ Maintenance and/or cleaning
- ▶ Registration/ticketing
- ▶ COVID management
- ▶ Volunteer coordination; Fort Worden Volunteer Team
- ▶ Marketing
- ▶ Legal

(Collaborative fundraising for Fort-wide needs)

Reasons Shared Services may fail

- ▶ Insufficient rollout / leadership sponsor/ enough time
- ▶ Organizational resistance/ culture / push back
- ▶ Insufficient customer management/expectation setting
- ▶ Centralization vs. customer intimacy
- ▶ Lack of training and development
- ▶ Insufficient communication
- ▶ Lack of trust / confidentiality concerns
- ▶ Lack of structure, i.e., who is accountable for outputs, manages providers, etc.
- ▶ Duplication of services (PDA - in-house)
- ▶ Staffing - FTE to coordinate services



Mid-Term Working Group Informal SWOT (June 2020)

<p><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • Fort and Partners themselves • Centrum bringing in talent • Strength of leadership of participating orgs, staff, etc. • Port Townsend – supportive town/people • Good intentions of participants • Location, location, location • Staff/leadership dedicated to all programs, survival of FW • Volunteer programs including PDA • Mission of Lifelong Learning Center • IT network capacity (enables distance learning capacity) • 	<p><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • Lack of monetary resources • Access to buildings and services to reopen • Aging infrastructure • No sustainable business model • Uncertainty of government funding • Inability to attract diverse people (mostly visitors) • How to collaborate well • Lack of coordination (marketing & fundraising)
<p><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> • Redoubling effort to pull together for creative community • US Lighthouse Society can start taking reservations; destination, brings in visitors worldwide • Collaboration with tribes and expand diversity • Space for us to rethink how we work together • Crisis builds innovation and ingenuity/innovation • Vast market/need for our offerings • Opportunity in our economic rebuild; Kilmer relationship • Collaborative development, marketing, volunteers and eventually events together • Project manager/liaison who coordinates everything; does not live within a specific organization • 	<p><u>THREATS</u></p> <ul style="list-style-type: none"> • The economy • Competition for volunteers and funding (small population) • COVID (now and potential for another spike) • Reduced potential for state and fed grant funding • State Parks budget • Jurisdiction (Parks, PDA, who’s in charge) • Loss of quality staff • Fear (of those we serve)

Fort Worden Collaborative Planning - Session 1

Thursday, January 23rd, 2020, 9 a.m. to 3:30 p.m.

Fort Worden Commons B

In attendance: Rob Birman and Leah Mitchell (Centrum); John Mauro and Michelle Sandoval (City of Port Townsend); Joseph Bednarik and George Knotek (Copper Canyon Press); Lane DeCamp and Herb Cook (Fort Worden Foundation); Claude Manning and Will Barrett (Friends of Fort Worden); Shelly Leavens and Tara McCauley (Jefferson County Historical Society); Robert Ambrose and Kate Ingram (KPTZ); Aletia Alvarez and Renee Klein (Madrona MindBody); Anna Forrestal and Patty McCray-Roberts (Peninsula College); Janine Boire and Rich Ferrero (Port Townsend Marine Science Center); Teresa Verraes, Julie Christine Johnson, and Gerald Merritt (Port Townsend School of the Arts); Heron Scott and Richard Berg (Port Townsend School of Woodworking); Dave Robison, Rufina Garay, and Joan Rutkowski (PDA staff); Todd Hutton, Lela Hilton, Naushard Cader (PDA board members); Everett Moran (Rainshadow Recording); Bill Drath (Washington State Parks); Peter West (Facilitator)

I. Introductions/Background

Renee Klein, co-owner of Madrona MindBody, summarized how this gathering came to be. In September 2019 Executive Director Dave Robison met with partners to give a presentation about the PDA's first five years and the challenges and opportunities for the next five years. Klein said some partners wondered if a broader and more collaborative plan could also be developed for the next five years. To figure out a framework for collaborative planning, the PDA's executive team (Robison, Diane Moody, and Rufina Garay), Janine Boire (Port Townsend Marine Science Center), Teresa Verraes (Port Townsend School of the Arts), and Klein began meeting. Klein said there is acknowledgement that there have been some communication issues over the years, and the collaborative planning process is a way to reframe communications and working relationships. The group wants to explore how the Fort Worden community can change how it works together, recognizing that it is a complicated place to operate. The planning work led to the creation of a two-page draft document that suggests a framework for improved planning, communication, and trust; the January 23rd meeting is a step in the suggested process.

II. Discussion about Desired End Product/Objective

Facilitator Peter West asked the group if they could get behind the planning group's draft objective for the Collaborative process: "For the Fort Worden Community to collaboratively develop plans that realize Fort Worden's full potential." Participants indicated support on a 5-point scale (0=none and 5= all-in). The group average was 3.83. Participants broke into smaller groups to discuss the desired end product/objective.

A. Share-outs from Round One table-based discussions:

- Is the outcome a plan/plans or the collaborative process itself?
- The objective statement is lofty - is the purpose about partnerships, collaborations, communications, the means to the end(s)?
- The objective needs to be more personal (making the "marriage" work).
- Needs more specificity - better define and narrow the terms.
- Needs more definition for certain words, such as "community," "plans," and "potential."
- Would like both plans AND a sustainable, collaborative process.
- The language needs to include action and commitment.

- Language needed to reflect need for direction and crossing bridges.
- Statement needs to address the economic reality in some way.

Renee noted that the Collaborative process will likely take months, and the language in the draft was deliberately vague so that the group can refine it together. She asked the group to think of the two-pager as a very loose framework that they would fill in.

B. Share-outs from Round Two table-based discussions:

- “Mutual success” should be defined. The end product should be inspirational and something we all can communicate.
- An integrated vision includes the mission.
- Should reflect commitment, partners, place, and communication.
- Should reflect a commitment to ongoing development; include flexibility for revisiting and revision.
- Power-sharing and responsibility-sharing need to be part of understanding.
- Need a shared economy.
- Egalitarian approach.
- Acknowledge the indigenous tribes for whom the land is sacred, as stakeholders who are not at any of the tables.
- Need to empower and support the container (PDA) that holds all.
- Should be more about the people, not just the entities.
- The collective is the steward of place and each other.

III. SWOT Results

The group discussed the results from a survey of the strengths, weaknesses, opportunities, and threats (SWOT) that stakeholders identified in their relationship to the Fort Worden campus/lifelong learning center. The top three items identified for each category:

Strengths:

1. Beautiful campus setting (appealing to visitors, participants, employees)
2. (tie with 3rd) Collaboration with partners and/or PDA benefitting my organization
3. (tie with 2nd) Common gathering spaces (Commons, parade grounds, park setting)

Weaknesses:

1. Poor systems/process interface between Partners and PDA
2. Conditions of buildings/facilities/infrastructure
3. Cost of rent, meals and/or lodging

Opportunities:

1. Inter-partner collaboration on programs
2. Innovative ideas for the use of Makers Square
3. Collaborative planning efforts

Threats:

1. Deterioration of buildings and infrastructure creates financial jeopardy
2. State Parks capital funding priorities

3. Competition with similar creative campuses (Esalen, Chataqua, IslandWood, Presidio...)

The full group discussed the SWOT results:

- Participants clarified that competition with external organizations is a threat because of the revenue needed from programming that involves overnight stays.
- It was noted that the top three threats may be different or broader than what the results show given how many new threats were proposed in “other” and weren’t in the survey options. Re-calibration may be needed.
- It was noted that results may be slightly skewed by three participating PDA board members responding individually instead of as one group.
- This conversation shows that there isn’t a shared understanding of how much “deferred maintenance” is a threat to Fort Worden’s success.

IV. “The Way Forward” and the Shared Economy

PDA Executive Director Dave Robison shared a list of actions and priorities that could help the PDA meet its challenges and take advantage of opportunities. The list is from the September 2019 presentation to stakeholders about the PDA’s first five years and challenges and opportunities for the next five years. Robison encouraged feedback on the list and a discussion of new ideas for addressing existing challenges and taking advantage of opportunities. “Way Forward” points from the 2019 presentation:

- Focus on relationships with shared commitment to success
- Collaborate with partners to bring people here
- Up the volume on public awareness, marketing & fundraising (for the success of all)
- Grant longer-term leases to aid partners’ growth
- Recruit new mission-driven partners
- Execute Makers Square operational plan (also addresses mandate to utilize buildings)
- Emphasize group sales (Financial activity from groups is more helpful to Fort’s financial sustainability than leisure and food revenue)
- Develop a 5-year Strategic Plan on where we want to go (one that intersects with partner efforts)
- Leverage outside capital investment (to take on \$100 million in deferred maintenance; collaboration needed)

Robison noted that the first five years were largely focused on developing and growing the hospitality business to provide a more stable base for operations. He said that PDA leadership looks forward to making the next five years more about the lifelong learning center mission.

A. Residential programming

Participants discussed needs, challenges, and opportunities related to residential programming. Robison noted that a 2008 plan adopted by State Parks assumed that all Lifelong Learning Center partners would conduct residential programming. He said experience has shown that it’s difficult for this to happen for all partners, and there is a tension between running a successful hospitality business and running arts and education programs. He said there could be more opportunities for leisure travelers to participate in programs offered by partners, and a better framework could help partners provide more residential programming.

Other ideas from participants about residential programming:

- It's good to hear clearly that residential programming remains an essential component for Fort Worden's success.
- A better system needs to be in place to help partners provide more residential programming.
- External competition also cuts into some partners' ability to attract residential program participants. For example, the growth of IslandWood led to the decline of a PT Marine Science Center residential program for youth. It's important to understand what is sustainable and what the market will bear and to be proactive.
- One solution might be to look at the campus footprint and identify how much residential activity it needs to hold over different times of the year and in different locations and use that information to guide group programming efforts. Partners would like to know what exactly is needed and then could figure out how to meet those needs.
- The commitment to provide residential programming shapes partners' long-term plans and decision-making.
- The PDA's new reservation system will make it easier to manage accommodations and provide data.
- Knowing more about the visitor experience could help with efforts.
- When the City established the PDA, the first priority was to get Peninsula College located on campus. City leaders also wanted to see more partners locate on campus.

B. Other Ways to Improve Shared Economy

Collaborative participants talked about more structural and systemic ways to improve the shared economy at Fort Worden. Robison noted that when the PDA took over management of Fort Worden, it inherited a business model that had not been sustainable and that the PDA has been working to fix.

Financial Transparency and Analysis. Port Townsend Mayor Michelle Sandoval suggested that open book management, like the one used by Zingerman's Deli, would plug everyone into the same business model, provide more transparency, and shape responsibilities for those in the shared economy. Participants also talked about the current financial model, sharing a range of ideas and comments. Some wondered how much hospitality revenue the Fort would bring in at 100% capacity. Chief Strategy Officer Rufina Garay said that an analysis of the numbers requires understanding the hospitality business and that the Fort will never be at 100% capacity. Realistic numbers and expectations are needed for this geographic area. She said the PDA itself has been learning how to track and analyze hospitality activity over its first five years. Centrum Executive Director Rob Birman encouraged leaders to be propelled by the future and not pushed by that past. He encouraged figuring out the math for how it works and establishing buy-in.

Gerald Merritt, a Port Townsend School of the Arts (PTSA) board member, suggested that leaders also consider solutions for the possibility that the hospitality side doesn't pencil out. Port Townsend School of Woodworking Executive Director Heron Scott said that it doesn't seem like the math pencils out and the shared economy needs to involve combined fundraising. PTSA Executive Director Teresa Verraes said it's a breakthrough to hear it stated that the hospitality model likely

doesn't pencil out and that everyone in the room is needed to create a sustainable shared economy.

PDA board member Herb Cook said that personally and professionally as a journalist and publisher he has never seen a public agency that is as careful as the PDA about transparency. Its meetings are open and notes and agenda documents are posted online. He encouraged more partners to attend the PDA's board meetings. Sandoval said even greater financial transparency than this would help with the working relationship among the PDA and partners, and that involves transparency among partners, too. A few partners shared that this would help guide their decision-making. The group briefly discussed how partners could be more involved in the PDA, including having partner representation on the PDA board. It was noted that the Fort Worden community has gathered over time as focused needs have arisen, such as planning Makers Square, but there aren't regular and ongoing opportunities. Sandoval said partners need a place at the table. Robison said having partners on the board was explored once before, and legal counsel for both the PDA and the City said it wouldn't be a good idea because partners are also tenants, which presents a conflict of interest.

Verraes asked if there is an alternative way to share power that would be a better use of time. Madrona MindBody Founder and Co-owner Aletia Alvarez suggested there should be two partner representatives on the PDA board, and those partners would be committed to representing all partner organizations. Friends of Fort Worden board member and former chair Claude Manning said the Friends' model of having a non-voting member from State Parks and a non-voting member from the PDA removes the conflict of interest concern. Heron Scott said authority and responsibility need to be shared in some way, and talking about board involvement gets into "how." Likewise, he wondered how the PDA thinks partners should share responsibility - what would those solutions look like akin to the idea of putting a partner(s) on the PDA board?

Fundraising. Reflecting on the financial support from the City that was needed to help keep the campus afloat when it was managed by State Parks, Sandoval said she firmly believes the community should go to the legislature with the numbers in hand and ask for funding. Robison shared that an additional financial burden on the horizon is the lease-based expectation that the PDA share 3.5% of its gross revenue annually with State Parks, beginning in 2021. He said this expectation is not economically sustainable, and PDA staff are beginning negotiations to get that requirement removed. The Parks Commission will be holding a work session and public meeting at Fort Worden on May 6th and 7th, and Robison suggested that this would be a forum for the Fort Worden community to gain traction for more funding.

C. Other Comments about Shared Economy. PDA Board member Todd Hutton said the Fort Worden community also needs to start planning collectively for a recession. Facilitator Peter West said comments seem to suggest that subgroups could form around topics such as finances, organizational systems, communication processes, and partner involvement in the PDA.

Madrona MindBody Co-owner Renee Klein noted that the discussion thus far has involved many of the sentiments expressed in the draft two-page overview of the Fort Worden Collaborative. She said she would send the document out to the group for feedback.

V. Next Steps

Peter West asked the group how committed they are to working on the next steps. Nearly 100% of participants reported 90-100% commitment. He asked table groups to talk about what they need to know to move forward. Share-outs from table-based discussions:

- Would like to better understand the financial challenges. A digestible snapshot, along with context and interpretation, would be helpful. This might involve a simplified version of the financial information PDA leaders are sharing with State Parks.
- Would like more details about deferred maintenance and how partners can each pull weight.
- What is the gap between the original State Parks agreement and today's reality (for revenue sharing, maintenance, operations, cost issues, revenue issues and misses/residential income etc.)
- What are the PDA's challenges in general?
- What are the expenses for services that could be shared (IT, attorney, HR, etc.)?
- Partners could each provide an overview using the following as a template for reporting:
 - Revenue
 - Number of employees
 - Demographics # of visitors/students/participants (from where)
 - Facility
 - Capital needs
 - Marketing budget
 - Programmatic offerings
 - Residential offerings
 - Five most exciting opportunities in the next five years
 - Five biggest worries that keep you awake at night
 - Which systems/processes from the list would be the biggest help
- New partners need clarification about processes.
- Would like to explore the pros and cons of having partners on the PDA board.
- Want to engage in financial dialogue and have that lead to commitment.
- Would like to explore how partners whose programming doesn't involve hospitality can plug in.
- We need to collaboratively refine group programming tools.
- What will it take to have "single traveler" bookings?
- How does Makers Square and its planning fit into this process? How will it be used, how will co-programming happen, what is the programming, and how can partners help?
- What are the true dynamics of the Fort Worden Foundation?
- What are the deliverables for this process?
- What are the shared mission, vision, and strategies?
- What is the universe of viable alternative models (to the PDA), and what is the closest viable model?

Participants shared their enthusiasm for how the session has helped establish more shared understanding and inspire more engagement. Teresa Verraes informed the group that an anonymous donor through the Jefferson Community Foundation provided financial support for the session. The group agreed to meet again on **Thursday, Feb. 27, from 1 to 4 p.m.** Location TBD.

(January 2020) OVERVIEW: Fort Worden Collaborative

The calendar will soon flip to 2020, a year symbolic with opportunity for *clarity of a broad vision for Fort Worden*. The PDA and Partners are stewards of this unique and historic statewide asset. Together we share responsibility for advancing Fort Worden and ensuring its long-term sustainability, and for implementing the lifelong learning center vision set out by Washington State Parks Commission. With an unbridled passion for Fort Worden and common goals far more similar than our differences, and we are committed to a new framework for improved planning, communication and trust.

The **objective** of the *process*

For the Fort Worden community to collaboratively develop plans that realize Fort Worden's full potential.

The **desired end product**

An integrated vision and Fort Worden direction that

- a) aligns with the goals and plans of Parks, City, PDA and Partners
- b) drives for mutual success
- c) is achievable and sustainable for the near and long term

Key **stakeholders to consider**

- The public, including local residents who cherish Fort Worden as their extended back yard
- The City of Port Townsend
- The State of Washington
- The Partners and the PDA

Potential **obstacles/challenges to overcome**

- Workload: prioritizing planning for the future while juggling today's urgencies
- Separate systems and processes (e.g. reservations, software, marketing)
- Past communication that has eroded trust
- Some Partners' inability to contribute time or other resources
- Separate organizational structures/governance; we are not "required" to plan collaboratively *yet* we need each other for individual and collective success

Forging a **New Path** requires

- Full commitment to "*How can we make this work going forward*" (vs. rehashing the past)
- Thoughtful, respectful dialogue, without back-channel discussions
- The right people at the table, including a facilitator to help reestablish trust
- Willingness to think big, broad and creatively, unconstrained by past practices or issues
- Clarity of what it takes financially, collectively, to operate/be at the Fort
- Understanding of each other's businesses, challenges and opportunities
- Organizational SWOT analyses that feed into an overall FW Lifelong Learning Center SWOT
- Gap analysis of where we are now vs. where we need to be
- Decision-making based on the best interest of the overall Fort Worden community

Success will mean we have...

- identified needed alignment and achieved commonality of direction
- used our time effectively
- listened well ... put ourselves in each other's shoes ... learned without judgment
- identified and implemented early "wins" that can spur continued success
- focused on systems and processes that improve efficiency and reduce costs
- trusted and liked each other

Participants

Project Management:

Dave Robison, Diane Moody and Rufina Garay (PDA); Janine Boire (PT Marine Science Center); Teresa Verraes (PT School of the Arts); Renee Klein (Madrona)

Facilitator:

Peter West

Full process and planning:

Representatives from Partner organizations (executive and board), PDA senior staff and board members, FW Foundation and board, State Parks, City of Port Townsend.

Proposed Timeline

November:

Project Management team builds framework, confirms what data/information is needed, communicates with/gathers input from PDA Board and Partners, confirms a timeline, discusses finding/paying for facilitator.

December:

Facilitator decisions made, SWOTs begun/data gathered, detailed plans for process developed with facilitator. Meeting dates set.

January:

SWOTs completed; Kick off – ½ day to review SWOTS and to review the PDA's 5-year path forward goals.

February-June:

Monthly sessions (estimated three hours)

July-August:

Public input sessions, refinement

September:

Final approach and action plan

Updated January 2020

**[NOTE: Appendices
abridged for FWPDA
8/10/20 Board packet]**

Don Hoch
Director



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July 30, 2020

Item E-7: Fort Worden Public Development Authority – Lease Amendment – Requested Action

EXECUTIVE SUMMARY: This item asks the Washington State Parks and Recreation Commission to authorize postponing the start of a revenue sharing provision included in the original lease of the Fort Worden campus to the Fort Worden Public Development Authority (PDA). This item advances the Commission’s strategic goal: “Form strategic partnerships with other agencies, tribes, and non-profits.”

SIGNIFICANT BACKGROUND INFORMATION:

Fort Worden State Park encompasses 434 acres in the City of Port Townsend. The fort itself was built primarily from 1898 to 1910 as part of a coast defense system that, together with Fort Flagler and Fort Casey, was designed to protect the entrance to Puget Sound. The land that currently makes up much of Fort Worden State Park was acquired from United States Government in 1965 and from the State of Washington Department of Institutions in 1972. In the years that followed State Parks has acquired additional properties to fill out the current boundary of Fort Worden State Park.

Long-range planning for the future of Fort Worden State Park began in 2004. In 2005, the Commission adopted a vision and mission statement for the park. In 2007, the Commission adopted land classifications, a long-term boundary, park use and development principles and the concept of operating Fort Worden State Park as a lifelong learning center. In 2008, the Commission adopted a long-range plan for the park. That plan included direction from the Commission to engage a partner to bring the *lifelong learning center* concept to fruition.

In September 2011, the City of Port Townsend adopted a charter establishing the Fort Worden Lifelong Learning Center Public Development Authority (PDA). State Parks and PDA staff subsequently engaged in a two-year process that ultimately led to the Commission authorizing the Director to execute a 50-year lease that established the PDA as the manager and operator of the 90-acre Fort Worden campus. The lease to the PDA was signed in November of 2013.

Prior Amendments to the Lease Agreement

The lease agreement between the Commission and the PDA has been amended three times since it was originally executed. In July of 2014, the lease was amended to attach an exhibit that detailed (more specifically) the 15 sub-lease agreements that were transferred from the Commission to the PDA. The lease was next amended in April of 2018, by the PDA and the

Director through existing delegations of signature authority. This amendment was administrative in nature, eliminating several sections in the original lease that were no longer applicable due to the transfer of park maintenance responsibilities from State Parks to the PDA that occurred on May 1, 2018.

Most recently, on July 12, 2018, the Commissioned authorized a third amendment to the lease. This amendment removed language that was no longer relevant, delegated authority to the Director to transfer three structures to the PDA and added two new portions of the park to the lease area. These amendments were executed by PDA and agency staff on November 7, 2019.

Fort Worden PDA Business Model

The PDA’s business model is based on hospitality services focusing on three components: overnight lodging for leisure travelers and groups; meeting and conference facilities; and food and beverage services. In its first year of operation, the PDA assumed operation of the food and beverage concessionaire, resulting in significant revenue growth in these services with the opening of Taps and the Canteen. Figure 1 and Table 1, below, show the PDA’s financial history in terms of growth in revenues, employees, facilities maintenance expenses and capital investments. Even before the COVID-19 pandemic, the PDA’s business model and ability to financially sustain itself was identified as a significant challenge. The PDA was already in active discussions with the City, Fort Worden partners and State Parks’ staff to find ways to achieve long-term financial sustainability.

Figure 1

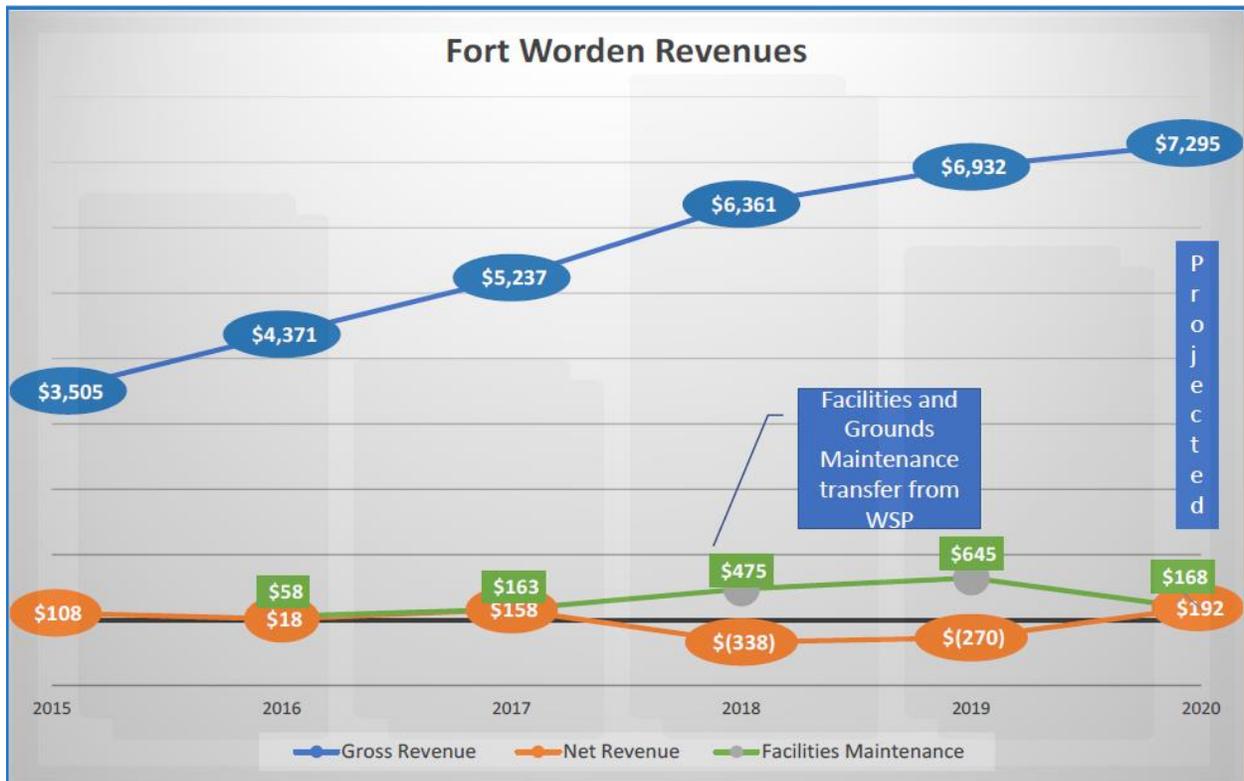


Table 1

	2015	2016	2017	2018	2019	2020 Budget
Employees (FTE)	45	51	68	85	100	101
WA Min Wage	\$9.47	\$9.47	\$11.00	\$11.50	\$12.00	\$13.50
Capital Investment (K\$)	\$663	\$750	\$740	\$2,131	\$3,929	\$6,333

Impacts of COVID-19

On March 10, 2020, with cases of COVID-19 rapidly increasing in the state, the PDA placed 85 of its employees on stand-by. As the pandemic worsened, the Governor issued a series of orders limiting assembly of large groups and shutting down specific industries and institutions including restaurants and schools. On March 23, 2020, The Governor’s Stay Home – Stay Healthy order, instituted sweeping closures of non-essential business and government functions and required state residents to stay at home when not engaged in activities essential to daily living. In response to the Governor’s order, On March 25, 2020, the Director closed state parks to public use and limited staff activities to preserving essential facilities and providing park security.

With the Governor’s Stay Home – Stay Healthy order and closure of Fort Worden State Park, the PDA was compelled to layoff of all but eight full-time equivalent staff positions. A skeleton crew continued to manage reservation cancellations and re-bookings, provide overnight security for the campus, and maintain part-time HR help for staff. The Governor’s order also halted work on the Makers Square and Glamping construction projects. Ninety employees were laid off by the end of June 2020. The PDA and Fort Worden Foundation board of directors raised over \$90K to pay health care expenses for laid off employees through this period.

During the closure of the Fort Worden campus, State Parks staff has assumed responsibility for providing patrol and additional security for the campus. PDA volunteers are maintaining campus grounds. On May 5, 2020, under the Governor’s Safe Start plan, state parks, including Fort Worden, reopened to day-use activities. Then on June 1, 2020, twenty-two state parks in counties moving into Phase 2 of the Governor’s plan reopened to camping. Campgrounds at Fort Worden remained closed until June 30, 2020, when camping was eventually permitted to resume by health officials in Jefferson County. Prior to ceasing public operations, PDA front desk staff sold state park passes and provided check-in services for campers. To resume camping, State Parks staff has setup and staffed its own front desk to sell passes and check-in campers at agency expense.

Current Situation

The PDA’s financial situation is increasingly dire. Most of its revenues come from its hospitality operations and large group conferences generated by partner organizations. The PDA is projecting a decrease of nearly \$4 million in revenues through July 2020. If not able to reopen for business or secure additional revenue, the PDA will run out of money and suspend its operations at the end of July 2020.

Because the PDA operates as a quasi-public entity, it is not eligible for federal relief funds meant to assist private business or government jurisdictions and has found very limited local assistance

during the pandemic. While Jefferson County and the City of Port Townsend are eligible for almost \$1.9 million in relief funds, no financial assistance has been available for the PDA from these sources. From State Parks, the PDA has requested release of its lease obligation to sell at least \$250,000 annually in Discover Passes through May 1, 2021 and requested State Parks to buy-back approximately \$50,000 in unsold, previously purchased Discover Passes. Commission action is not necessary to provide this relief and staff is considering this request in the context of the agency's own financial challenges. Once operations resume, the PDA intends to resume and continue Discover Pass sales and anticipates meeting the \$250,000 revenue target even after its obligation ends in May 2021.

Reopening Scenarios

The PDA Board of Directors met on June 24, 2020, to consider three re-opening scenarios:

- Scenario-1: Reopen with limited hospitality services in August 2020
- Scenario-2: Remain closed with skeleton crew until April 2021
- Scenario-3: Dissolve the PDA

Based on financial analysis of the three scenarios, the Board approved Scenario-1, with limited reopening in August 2020. This scenario seeks to limit projected 2020 operating losses to \$693,545 through strong third and fourth quarter revenues. This compares with a projected operating loss of \$1,248,592 if reopening is delayed until April 2021. Scenario-1 also relies on \$1 million in proceeds from sale of historic preservation tax credits as part of the Makers Square capital development project. These funds will be critical to make up projected operating losses for 2020 and help sustain the PDA until full operation resumes in spring of 2021.

Additional advantages of Scenario-1 include: rehiring of laid off staff this summer, restarting contractual responsibilities to State Parks under the lease (e.g., camper check-in and pass sales), and resuming support of partner organizations and service to park visitors. This scenario will also help rebuild public support and confidence in the PDA.

The PDA has planned for increased costs associated with acquiring appropriate personal protective equipment for all its employees, as well as increased costs for more thorough cleaning and sanitization protocols. Nevertheless, Scenario-1 is not without risk. A second wave of COVID-19 in the state could result in additional cancelled reservations or reinstating Governor-mandated closures. A localized outbreak could shut down affected units or the entire campus.

Revenue Sharing

The Commission's lease of the Fort Worden Campus to the PDA includes a revenue sharing provision scheduled to begin on the seventh anniversary of the date on which the PDA took possession (May 2021). Specifically, the provision requires the PDA to pay 3.5% of its gross revenues to State Parks on an annual basis. The seven-year delay in starting this provision was intended for the PDA to complete its phased assumption of responsibilities for campus operations and to gain financial stability. For reference, the PDA's gross revenues for calendar year 2019 were approximately \$6,932,000. At this level, 3.5% of gross revenue shared with State Parks would amount to approximately \$243,000.

The PDA's business model for the past several years has targeted large groups (over 50 people) and attracting large-scale special events to Fort Worden. At present, it is unclear when county health officials will permit reopening conference facilities, group accommodations, or large gatherings. Such a decision may even require development and broad dissemination of a COVID-19 vaccine. Consequently, it is likely the PDA and its tenants will continue to struggle to regain their financial footing for the next few years. Additionally, ongoing concerns of a repeat pandemic may limit the viability of large conference centers indefinitely.

To give the PDA time to resume its operations, rebuild its customer base and revenue streams, and plan for a "new normal" under the ongoing threat of global pandemic, the PDA Board of Directors is asking the Commission to delay the start of revenue sharing for three years. During this period the PDA intends to work with its fifteen partner organizations, representatives from the City of Port Townsend, State Parks staff, and public stakeholders to develop a long-term integrated plan to rebuild programs and services offered at Fort Worden. This effort will evaluate the Commission's Lifelong Learning Center vision for Fort Worden and assess the long-term financial viability of a conference center driven by partner-developed programming. This analysis will examine efficiencies of the hospitality business model, the mix between group, leisure and partner business, as well as assessing the cost/benefit of the services and the leases the PDA provides to resident partners at discounted rates. The PDA Board of Directors anticipates this effort will take about three years to complete.

STAFF RECOMMENDATION:

Considering uncertainty regarding how long the effects of the pandemic may persist, together with the work necessary to build consensus among stakeholders around a potentially new mode of operating, staff recommends that the Commission grant the PDA's request to postpone revenue sharing for three years until May 1, 2023.

Staff further recommends that the Commission require the PDA to complete its intended evaluation of the Life-Long Learning Center vision and development of an updated business plan well in advance of the postponed start of revenue sharing in 2023. In the meantime, the PDA should work with State Parks staff to provide regular reports and incorporate appropriate outcomes of this planning effort into a future amendment of the Fort Worden lease for consideration by the Commission.

LEGAL AUTHORITY: RCW 79A.05.030(5)

SUPPORTING INFORMATION

Appendix 1: Fort Worden Vicinity

Appendix 2: Fort Worden Lease Area Boundary

REQUESTED ACTION FROM COMMISSION:

That the Washington State Parks and Recreation Commission:

- 1) Authorize the Director to execute an amendment to the Fort Worden Public Development Authority lease that:
 - a) Postpones the start of revenue sharing for three years, until May 1, 2023 (9th anniversary of the date of possession).
 - b) Requires the PDA to develop an updated business plan and propose any changes to the lease necessary to implement the plan prior to May 1, 2023 for consideration by the Director and Commission.
- 2) Direct staff to work with the PDA to provide periodic reports to the Commission describing progress on PDA’s business planning effort.

Author(s)/Contact: Peter Herzog, Assistant Director – Parks Development Division
peter.herzog@parks.wa.gov (360) 902-8652

Reviewer(s):

Jessica Logan, SEPA REVIEW: Following review, staff has determined that the action proposed for the Commission by staff is exempt from the State Environmental Policy Act (SEPA) pursuant to WAC 197-11-800 (5)(c).

Van Church, Fiscal Impact: Adoption of this requested action has an indeterminate fiscal impact. Based on calendar year 2019 gross receipts, the estimated loss is \$220,000 per year. However, the Covid-19 pandemic has created uncertainty regarding future PDA gross receipts during the term of this amendment. This change will have a negative revenue fiscal impact, but the amount is uncertain at this time.

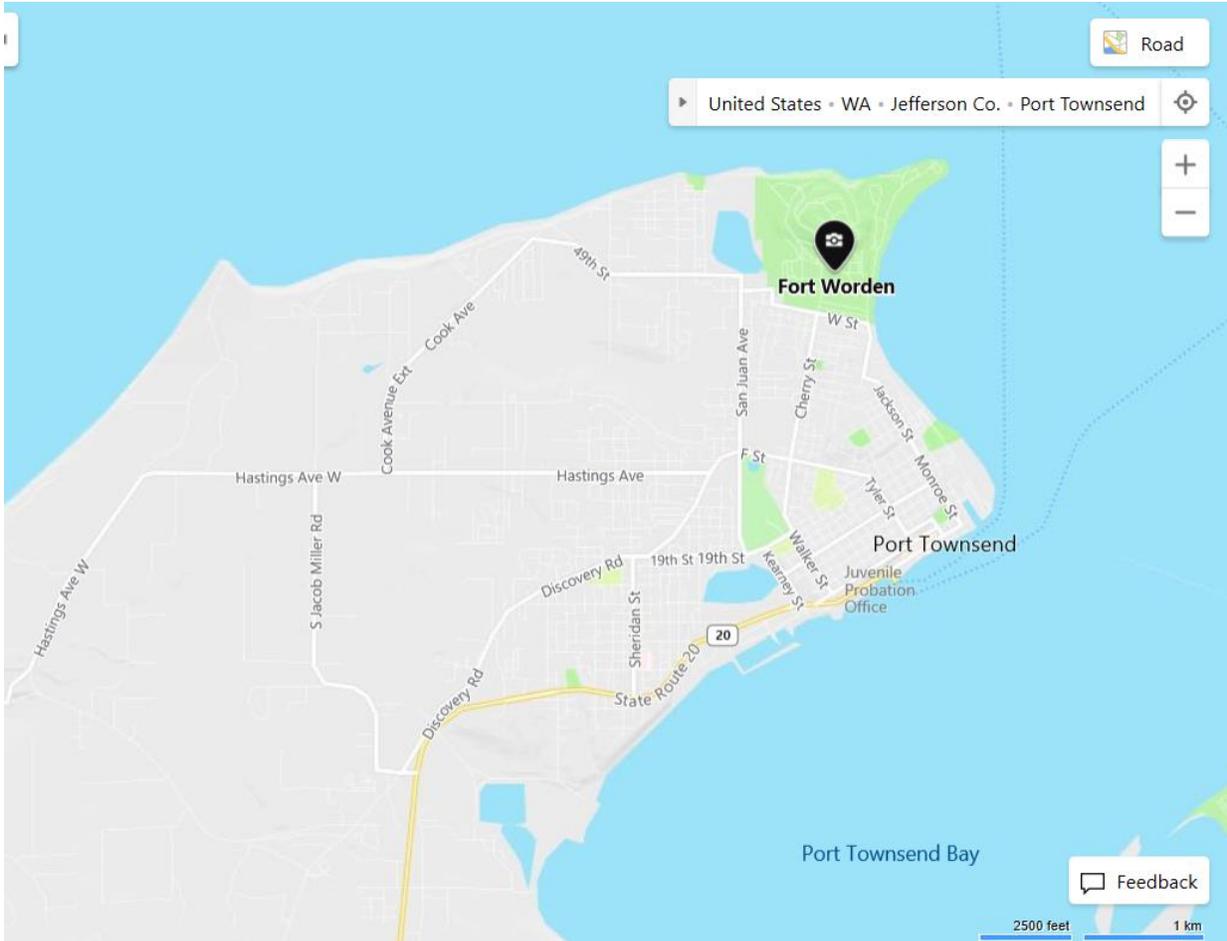
Andy Woo, Assistant Attorney General: July 10, 2020

Approved for Transmittal to Commission

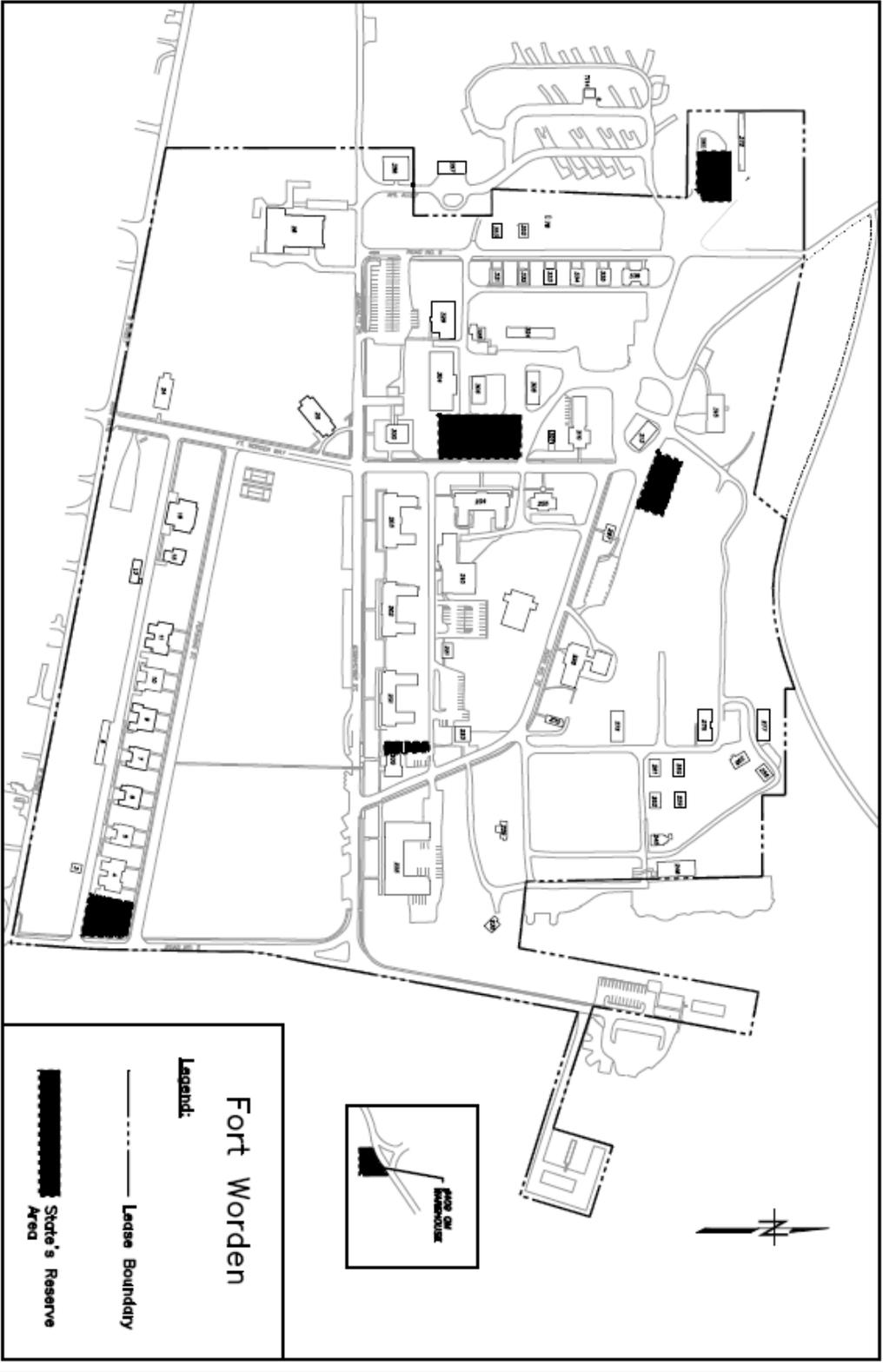


Don Hoch, Director

APPENDIX 1 Fort Worden Vicinity



APPENDIX 2
Fort Worden Lease Area Boundary



Washington State Parks and Recreation Commission
Stewardship Program Office
P.O. Box 42650
Olympia, WA 98504-2650

July 23, 2020

RE: Fort Worden PDA Request to Postpone Revenue Sharing

Dear Commissioners:

On behalf of the City of Port Townsend, we respectfully request the Commission to support the Fort Worden Public Development Authority's (PDA) request to postpone revenue sharing for three years until May 1, 2024.

The COVID-19 pandemic threatens the survival of the PDA and its 15 nonprofit and for-profit partners who reside on the campus area at Fort Worden State Park. The sectors of the local economy that were hardest hit in Port Townsend were our tourism related businesses, such as restaurants and overnight accommodations.

The PDA faces an even more difficult situation as it also serves to support the Lifelong Learning programs of its campus partner organizations that depend on school groups, small and large group gatherings, major conferences, as well as large spaces for performances and events, which are no longer permitted due to COVID-19 restrictions. Due to the pandemic, the PDA closed its hospitality operations in early March and has lost budgeted income of more than \$4 million dollars in lodging reservations and food and beverage services between March and end of July. A limited reopening is planned for August 1, but the PDA anticipates ending the year with an operating loss of approximately \$700K.

It looks increasingly likely that demand for meeting facilities, performance venues and large group and conference accommodations—the basis of the PDA's current business model—may not return to normal for least two or three years, if ever.

The PDA's success moving forward will require a revised business model and new agreements with its partners, the City, the Commission and the Fort's stakeholders. This work has begun and City staff and I am engaging in the Fort Worden Collaborative planning process with the PDA and partner organizations to begin to reimagine and rebuild a new future for a sustainable Fort Worden and identify what role the Fort can play in the larger city/county post-COVID economic strategy.

The City looks forward to being a leader in those conversations and working to strengthen the partnership between the City, PDA and State Parks.

Thank you for your consideration of this request.



Mayor Michelle Sandoval





Board of County Commissioners
1820 Jefferson Street
PO Box 1220
Port Townsend, WA 98368

Kate Dean, District 1 David Sullivan, District 2 Greg Brotherton, District 3

July 27, 2020

Washington State Parks and Recreation Commission
ATTN: Becki Ellison
PO Box 42650
Olympia, WA 98504

Delivered by Email: Becki.Ellison@parks.wa.gov; commission@parks.wa.gov

Dear Washington State Parks and Recreation Commission,

The Jefferson County Board of Commissioners respectfully requests that the State Parks and Recreation Commission support the Fort Worden Public Development Authority's (PDA) request to postpone revenue sharing for three years until May 1, 2024.

Like many businesses in Jefferson County, the Fort Worden PDA faces a difficult situation—potentially fatal, even—because of the COVID-19 crisis. After several years of successful operations and growth, with the arrival of the COVID-19 pandemic, the PDA abruptly had to close its operations in March and has suffered a loss of over \$4 million in projected revenues through the end of July. Further losses are projected through the end of 2020 and beyond. Due to COVID, the PDA's business model is at risk. We understand that the Fort will have a limited reopening of some hospitality services in August but there are risks to even a partial reopening.

The PDA is trying to figure out how to survive the immediate financial crisis. As a quasi-public entity, the PDA must be self-sustaining from its hospitality services. The PDA anticipates ending the year with a \$700K net operating loss. Complicating its financial situation, the PDA does not receive any tax support or subsidy and is not eligible for Federal or State public assistance like the County or City. Nor is the PDA eligible for emergency CARES or FEMA funding such as PPP or small business loans available to businesses and nonprofits.

Under current Governor's restrictions, the PDA will not be able to accommodate groups over 10 people. Those groups, and much larger, are the primary generator of its revenues. In addition, costs to operate under COVID may be much greater than anticipated. How long the pandemic will last before hospitality services can resume anywhere close to normal is very uncertain. Partial operations may last for a couple of years, generating little income but still costing almost as much to operate, and this threatens the PDA's long-term sustainability.

The PDA is one of the largest employers in Jefferson County and generates important sales tax and lodging tax revenues to the City and County as well as the intangible benefits that it provides our citizens and visitors. The PDA's ability to survive and move forward will require agility, financial

support and a revised business model and new agreements with its partners, the City, the Commission and the Fort's stakeholders.

Pausing on the revenue sharing provision for three years will provide the PDA the time it needs to revise its business model and identify a path forward, including what role the Fort can play in the larger City/County post-COVID economic strategy.

Thank you for your understanding and consideration of this request during these challenging times.

Sincerely,



Greg Brotherton, Chair



David Sullivan, Member



Kate Dean, Member

Don Hoch
Director



STATE OF WASHINGTON
WASHINGTON STATE PARKS AND RECREATION COMMISSION

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

MEMORANDUM

To: Washington State Parks and Recreation Commission
From: Don Hoch, Director
Subject: Revisions to Item E-2: Fall 2020 Grant Requests – Requested Action
Date: July 24, 2020

Through this memorandum, I am revising the staff recommendation for the above referenced item scheduled for consideration at the July 30, 2020, meeting of the State Parks and Recreation Commission. This revision deletes the Fort Worden Boat Launch project from the proposed 2021-23 project list in the Boating Facilities Program (Appendix 1) and in the corresponding project descriptions provided in Appendix 2, as specified below.

APPENDIX 1
2021-2023 PROPOSED PROJECT LIST

Project Type	Grant Category	Project Name	Cost	
Recreation and Conservation Funding Board 2021-23 Proposed Projects				
Boating Facilities Program				
https://rco.wa.gov/wp-content/uploads/2019/06/BFP-Manual9.pdf				
Planning	BFP	25-Mile Creek Dock Repair	\$200,000	Proposed
Planning	BFP	Sacajawea Boat Basin Floats, Dredging and Parking lot Paving	\$200,000	Proposed
Development	BFP	Stuart Island - Moorage Replacement	\$1.5 million	Proposed
Development	BFP	Sucia Island - Moorage Replacement	\$1.5 million	Proposed
Development	BFP	Fort Worden Boat Launch	\$5.6 million	Proposed
Development	BFP	Sacajawea River Moorage Floats Replacement	\$530,000	Alternate
	BFP	Total proposed	\$9 \$3.4 million	
	BFP	Total proposed including alternate	\$9.53 \$3.93 million	

APPENDIX 2
RECREATION AND CONSERVATION FUNDING BOARD
2021-23 PROPOSED PROJECTS

BOATING FACILITIES PROGRAM

Stuart Island – Moorage Replacement (Development) \$1.5 million

State Parks will use this grant to develop a replacement moorage facility on Stuart Island State Park within the San Juan Marine Area. The existing moorage facilities at this popular destination were built over 50 years ago and have exceeded their useful life. This project follows a planning grant that State Parks applied for and received in 2016, and the work will be completed by the end of this year. This means State Parks will have the necessary permits and design complete by the end of this year and will be construction ready. The primary recreational use supported by this project is motorized boating. This project supports the Acquisition and Development Strategy goals of Places to Be and Things to Do.

Sucia Island – Moorage Replacement (Development) \$1.5 million

State Parks will use this grant to develop a replacement moorage facility on Sucia Island State Park within the San Juan Marine Area. The existing moorage facilities at this popular destination were built over 50 years ago and have exceeded their useful life. This project follows a planning grant that State Parks applied for and received in 2016 and the work will be completed by the end of this year. This means State Parks will have the necessary permits and design complete by the end of this year and will be construction ready. The primary recreational use supported by this project is motorized boating. This project supports the Acquisition and Development Strategy goals of Places to Be and Things to Do.

25-Mile Creek – Float Replacement (Planning) \$200,000

State Parks will use this planning grant to obtain necessary surveys and environmental regulatory permits and complete the design to replace 18 moorage floats and a boarding float at 25-Mile Creek State Park located in Chelan County. These floats, built in the 1990s, are dilapidated and have exceeded their useful life from years of wave action. Continual maintenance is required to replace wood decking and repair the existing bulkhead. Also, the design is such that users can easily damage their boats on the metal framework during low-lake-level conditions. With the popularity of Lake Chelan, these moorage floats have become an important source of revenue for State Parks. The primary recreational use supported by this project is motorized boating. This project supports the Acquisition and Development Strategy goals of Places to Be, Things to Do and Ways to Grow.

Sacajawea Historical State Park – Boat Basin Floats, Dredging and Parking lot Paving (Planning) \$200,000

State Parks will use this planning grant to obtain necessary surveys and environmental regulatory permits, and complete the design to replace the boat basin moorage floats and bulkhead, dredging of the boat basin and paving of the launch parking lot at Sacajawea Historical State Park located in Benton County. Replacing the bulkhead and basin moorage floats will make them fully accessible; currently they are not. Dredging will make access to and from the floats safe for users and accessible to more types of boats. Paving of the parking lot will create an

accessible route and reduce the operational burden of staff between the launch, the moorage, parking, and the restroom. The primary recreational use supported by this project is motorized boating. This project supports the Acquisition and Development Strategy goals of Places to Be, Things to Do, Something for Everyone and Ways to Grow.

~~**Fort Worden Boat Launch (Development) \$5.6 million**
State Parks will use this grant to demolish the existing boat launch and breakwater and develop a new elevated boat launch and wave attenuator north of the existing location at Fort Worden State Park located in Jefferson County. This project also provides parking, toilets and access to the relocated boat launch. This project follows a planning grant that State Parks applied for and received in 2016. State Parks will have the necessary permits and design complete by the end of June 2021 and will be construction ready. The proposed boat launch will be a single lane, elevated structure that will be constructed to allow for the natural littoral drift to migrate towards Point Wilson. Included in this request is 1.4 million dollars in proposed matching funds coming from capital funding. The primary recreational use supported by this project is motorized boating. This project supports the Acquisition and Development Strategy goals of Places to Be, Things to Do and Something for Everyone.~~

Sacajawea Historical State Park – River Moorage Floats Replacement (Development-Alternate) \$530,000

State Parks will use this grant to replace three river floats with new fish-friendly floats that meet current regulations for both fish and ADA access purposes in Sacajawea Historical State Park located in Benton County. The floats built in the late 1980's have exceeded their useful life. Constructed out of glulam's, these floats are old and subjected to strong river currents and winds. They are located on the Snake River at the confluence of the Snake and Columbia Rivers and are heavily used by boaters. The primary recreational use supported by this project is motorized boating. This project supports the Acquisition and Development Strategy goals of Places to Be, Things to Do and Something for Everyone.

Total Proposed Boating Facilities Planning and Development Projects \$9 \$3.4 Million
Total Proposed and Alternate Boating Facilities Projects: \$9.53 \$3.93 Million

FOR IMMEDIATE RELEASE

Jefferson Community Conservation Corps
Matilda Henry and the JCCC Advisory Group
ptcivilianconservation@gmail.com 360-865-4137



July 24, 2020

**JEFFERSON COMMUNITY CONSERVATION CORPS ANNOUNCES PROJECT
PARTNERSHIP WITH FORT WORDEN FOUNDATION**

Putting folks back to work using private funding while serving a major public asset can succeed, say advisors working to create the Jefferson Community Conservation Corps (“JCCC”). This group of Port Townsend volunteers announces a new community employment program to support economic recovery while benefiting a landmark destination on the Olympic Peninsula.

“What can we do to reduce suffering on the local level while improving the quality of life for all in our community? How can we retain local workers who would otherwise relocate out of the area? And how can we conserve a public space at the same time?” asks organizer Matilda Henry. “A Civilian Conservation Corps, paid by the US Treasury, once put *millions* of unemployed citizens back to work during a dark Depression. Let’s put our hearts, minds, and resources into a rapid response to our current local crisis and, like the ‘mutual aid’ societies springing up all across the country, solve part of the problem ourselves,” adds Lori Bernstein, another JCCC member.

JCCC’s premiere initiative is to gather donations and grants to hire workers for projects at the Fort Worden State Park campus that meet a community need, enhance public spaces, and support the non-profit organization managing the projects; it’s like the Civilian Conservation Corps, but with local control and private funding.

The JCCC is partnering with the Fort Worden Public Development Authority (‘FWPDA’) and its fundraising Fort Worden Foundation, a 501(c)3 non-profit, to fund part of the staff necessary for reopening business on the campus at the Fort. The FWPDA, a driver of regional economic activity, suffered loss of income and staff due to the closure of operations in response to the COVID-19 pandemic. The historic facilities and grounds will need cleaning and maintenance to make the campus safe, comfortable, and attractive when reopened and thereafter to maintain that condition. This partnership is an opportunity to develop a sustainable jobs program, raise awareness, and generate wide support.

This premiere JCCC campaign will pay strictly local workers; \$35K can fund a crew of 10 for one month of full-time employment through the FWPDA. JCCC organizers have donated seed money, and a crowdfunding effort is now underway.

In addition to donations, the JCCC seeks volunteers to develop its own fundraising organization and programs.

More information is available on the Jefferson Community Conservation Corps Facebook page, <https://www.facebook.com/JeffersonCommunityConservationCorps/>, and at the Fort Worden Jobs Project fundraiser <https://www.mightycause.com/story/Cr4hqf>. Contact JCCC at ptcivilianconservation@gmail.com for more information.