Fort Worden Coordinating Committee

Annual Meeting Agenda

Monday, Feb. 22, 2021 | 1-3 p.m.

Meeting by ZOOM per State Proclamation 20-28

Public Meeting Access

By Computer:
https://zoom.us/j/99712013551?pwd=dm9SRllwdy9UL3Q0aVFMYW1iSGpDQT09

By Telephone:
1+ 253-215-8782 (Tacoma)
Meeting ID: 997 1201 3551
[no participant ID]
Passcode if needed: 067044
*9 to request to speak during public comment

I. Call to Order

II. Roll Call & Introductions

III. Changes to the Agenda

IV. Consent Agenda

A. Review and approval of the February 28, 2020 Fort Worden Coordinating Committee meeting minutes
Action: Motion to approve the February 28, 2020 Fort Worden Coordinating Committee meeting minutes

Business Agenda

A. WA State Parks Capital Projects Update
B. Review 2020/2021 Annual Maintenance Report (Master Lease, Section 8.5)

V. Partner Communications ("2020: A Year of Resilience, Creativity and Innovation" publication)

VI. PDA Communications (Reorganization update - FAQ)

VII. Public Comment

VIII. Adjourn

Fort Worden Coordinating Committee
DRAFT Meeting Minutes
Commons B, Fort Worden
February 28, 2020 | 11:30 a.m. to 2:00 p.m.

I. Call to Order: 11:30 a.m.

II. Present

Committee: Darrel Hopkins, Brian Hageman, Peter Herzog (by phone), Dave Robison, Gee Heckscher, Thatcher Bailey, Joan Rutkowski (Admin)

Staff/Public Guests: David Beckman, Larry Sammons, Gerald Merritt, George Randels, Claude Manning, Zan Manning, Lisa Werner, Terry LeLievre, Rob Birman

III. Opening Presentation

Fort Worden Public Development Authority Executive Director Dave Robison provided a history of the Coordinating Committee's function and how maintenance of the Fort Worden campus by the PDA and Washington State Parks has evolved since 2014. The presentation provided a review of compliance with the master lease terms between Parks and the PDA. Robison noted that a major change in maintenance began in 2018 when the master lease was amended to designate the PDA as the responsible party for all campus maintenance needs other than major maintenance that is deemed a capital project. A capital project is defined as being over $25,000 and with a life span of more than 13 years. Robison said the state wants the PDA and Parks to agree on capital improvement requests that are submitted to parks staff, who then submit a "unified capital project list" to the Parks Commission for consideration.

IV. Review and Approve 2019 Annual Maintenance Report

The committee reviewed the PDA and State Parks maintenance reports for 2019. The PDA's labor and direct costs for hospitality and facility maintenance totaled $905,194. Labor and direct costs for the PDA's capital improvements in 2019 totaled $5,513,245. Parks Area Manager Brian Hageman also shared a summary of partner maintenance and improvement expenses for 2018 and 2019, which totaled close to $73,000.

Action: Motion to approve the 2019 PDA and Parks Annual Maintenance Reports.
Unanimously Approved

V. Review and Approve 2020 Maintenance Plan

The plan identifies HVAC, electrical, carpentry, and plumbing projects planned for 2020 and totaling $394,500. Robison noted that the plan is largely unfunded in the PDA budget. Centrum Executive Director Rob Birman said that partners also will be making investments in buildings, and he asked if partners will need to pay the prevailing wage. At-large committee member Thatcher Bailey said it's likely that the prevailing wage

would need to be met regardless of which organization is funding the work. Robison said that is the safest route, though there may be exceptions. He suggested that partners develop their plans and first bring them to Capital Projects Director David Beckman. Beckman added that partners shouldn't underestimate costs and should factor in the prevailing wage in their draft plans.

Action: Motion to approve the PDA Maintenance Plan for 2020. **Unanimously approved**

VI. 10-Year Unified Capital Plan

Robison presented the PDA's 2021-2023 priorities for the projects in State Parks' 10-Year Capital Plan.

- The top six projects that the PDA would like Parks to address are replacing campus-wide fire alarm systems, historic preservation repairs to Building 298, exterior improvements to Officers Row (historic preservation), stabilization and restoration of the Carriage House (historic preservation), campus-wide historic roof replacements, and Fort-wide ADA/Safety upgrades and repairs. Peter Herzog said the internal process for finalizing the prioritized project list also involves approving a budget for two-year intervals. He said he hopes to have a draft budget ready in May for Parks Commission consideration and approval in July. Beckman noted that the project costs presented only reflect the values for what could be done in the next biennium.

- The PDA's top six projects from the larger list are rebuilding and expanding the TAPS parking lot, exterior and interior improvements to Building 203, providing emergency generation capability throughout the Fort, renovating the historic Bandmaster House at Makers Square, renovating Building 336 as an ADA accommodation, and replacing outdated commercial kitchen equipment and providing A/V and technology upgrades in the Building 210 (Commons). Robison said most of these projects are unfunded except for parking at TAPS and some of the work to Building 203.

The committee and guests discussed which priorities should be officially put forward to State Parks for recommendation to the legislature for funding. Hageman shared that the Operations Work Group has requests regarding what should be prioritized. He said exterior painting needs could be highly prioritized, especially for Building 310. He said the group agrees that the most viable addition to the list is Madrona MindBody's project for an ADA compliant entry ramp and restroom alcove for the building it leases (Building 310). Robison said that State Parks likes to prioritize projects that address safety, then infrastructure, and then historic preservation needs. Lisa Werner noted that Building 310 is a workhorse, and the written Madrona proposal notes that in addition to providing space for Madrona activities, the building hosts shared programs with campus partners. Larry Sammons said the proposal identifies a clear need, but it's not a capital

DRAFT

project. Beckman added that a campus-wide magnetic lock system would elevate the project.

Action: Motion to forward items 1-14 from the State Parks list to Parks for their consideration. **Unanimously Approved**

The group further discussed the order of projects on the PDA list. Werner said members of the Operations Work Group think the Building 325 and Building 336 projects should switch spots, and the rehabilitation of Building 225 (#12 on the list) should be 4th on the list because the dormitory is the largest on campus and supports large groups. She noted that it would have been ideal to have a more formalized proposal of priorities come out of the work group for alignment work with the PDA list before the meeting. Robison said adjustments would need to be taken to the PDA board for approval. He said Beckman could identify what aspects of the Building 225 project could be prioritized and how the project could be approached in manageable increments over the years. The PDA also could look at what can be done over the next several years for ADA restroom improvements, he added.

Action: Motion to put forward the PDA priority list as presented with the recognition that the PDA has heard from partners about adjustments that should be made. **Unanimously Approved**

The group agreed that the list could be reviewed at the Operations Work Group and smaller scale projects could be identified. Robison said this meeting has involved looking at both capital needs versus functional needs.

Meeting adjourned: 2:18 p.m.

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State Parks Maintenance report-2020- Coordinating Committee

Fort Worden Pier & Marine Learning Center and Elevated Boat Launch

Consultant working towards 90 percent design. Environmental support documents postponed until 90 percent design completed.

These two projects are being designed as one project from two different funding sources. A grant in the amount of $315,000 and a capital project in the amount of $689,479 (this also included funding for a predesign report that was submitted to and approved by OFM). $5K will remain to finalize the SEPA determination.

Fort Worden Replace Upper Failing Electrical Switch at West Gate

Project awarded to Amaya Electric. Preconstruction mtg scheduled for February 4th 2021.

This project was not identified in the 19-21 budget request. It was identified during the biennium as an emergent need, so statewide code compliance funding was requested and approved for this project. $7,801 was spent on design. We have awarded a contract, including tax for construction of that project for $62,037.35. Construction administration will be approximately $8,000 for a total project amount of $77,838.35. The project will be completed by May 15th 2021.

Fort Worden Replace Failing Sewer Lines phase three

Project is underway and is 33% complete.

Last biennium, the first phase of construction was designed/permitted/constructed. Funds were reappropriated to this biennium and phases 2 & 3 were designed and permitted. Phase 2 was constructed. The final phase 3 is currently under construction. To date we have spent $1,777,934.

Fort Worden replace water lines phase two

Project is underway and is 33% complete.

Last biennium, phase 1 was designed & permitted. This biennium, phase 1 was constructed and phase 2 was designed and permitted. Phase 2 is currently under construction. Phase 3 is also currently in design and we are about to enter into an agreement to have phase 4 designed to 90% by 6/30/21.
To date we have spent $1,303,982 with $124,112 remaining left to spend on phase 2 construction and $129,492 left to spend on consulting fees for phase 3 design and construction admin support of phase 2.

Fort Worden Replace Upper campground Comfort Station

Nordvind Company waiting on City of Port Townsend. Demo permit requires ORCA approval before issue, Asbestos survey completed the last week in Jan. waiting for test results.

To date, $48k has been spent on design and permit. A construction contract was awarded in the amount of $434,485 (none of this money has been spent yet) Anticipate another $50,000 needed for change orders and construction administration. Project expected to be completed by 6/30/21

Fort Worden Historic Areas Exterior Repairs, Rob

Construction is underway. 30% complete.

To date, $480k has been spent on design, construction and construction admin. Expect to spend another $750k between now and April 30.

Fort Worden Historic building Roof replacements, Rob

complete.

This project totaled $1,051,712

Program	Type	Sub-Type	Location	Description	RoM	Proposed Schedule	
maintenance	building	floor	5	Replace carpet	$ 18,000	2020	
maintenance	engineering	hvac	24	24 Chapel replace burner system add setback controller	$ 2,500	2020	
maintenance	engineering	hvac	25	25 theater replace burner system add setback controller	$ 2,500	2020	
maintenance	engineering	hvac	210	HVAC-restore AHU5 and recomission the system	$ 7,500	2020	
maintenance	engineering	hvac	210	Repair Replace Chiller & AC units	$ 75,000	2020	Partial repair completed
improvement	engineering	hvac	210	Dish room exhaust air	$ 6,500	2020	
improvement	engineering	elec	210	Redistribute elec loading in kitchen to accommodate equipment changes	$ 3,500	2020	On hold due to need for exhaust system redesgn
maintenance	engineering	hvac	210	210 rebuild boiler or replace with higher efficiency model.	$ 2,500	2020	
maintenance	engineering	hvac	210	210 replace all motor /blower sheaves	$ 10,000	2020	
maintenance	engineering	hvac	210	210 Rebuild chiller	$ 50,000	2020	
maintenance	building	carp	225	Replace center downspouts #225	$ 500	2020	
maintenance	building	carp	270	Repair section of gutter, west side	$ 500	2020	
maintenance	building	paint	272	repair decks, siding, repaint building	$ 15,000	2020	Partial completion
maintenance	building	paint	300	Sand & Paint Deck	$ 5,000	2020	Done
improvement	engineering	hvac	300	Install airflow in basement wine room		2020	
maintenance	building	carp	304	Bakery loading dock repairs	$ 12,000	2020	
maintenance	building	carp	333	replace deckboards and repair structural elemnets	$ 25,000	2020	
maintenance	engineering	hvac	334	replace coal/oil furnaces (2) with ducted A/C mini splits	$ 40,000	2020	Proposal received, will need to be re-done due to time lapse
maintenance	engineering	hvac	335	replace coal/oil furnaces (2) with ducted A/C mini splits	$ 40,000	2020	SAA
maintenance	building	paint	336	Exterior repaint	$ 15,000	2020	
improvement	engineering	elec	Fort wide	install electic meters in various buildings	$ 30,000	2020	Parts are purchased
improvement	engineering	plumb	Fort wide	install water meters in various buildings	$ 30,000	2020	Never defined

Program	Type	Sub-Type	Location	Description	RoM	Proposed Schedule	
maintenance	building	elec	nco row	Replace all outside porch lights NCO row	$ 3,500	2020	Rear porches complete
					$ 394,500		

2020: A YEAR OF RESILIENCE, CREATIVITY AND INNOVATION

FORT WORDEN LIFELONG LEARNING CENTER PARTNERS

We acknowledge that we are on the ancestral homelands of the S'Klallam peoples.
Native peoples have lived on and stewarded these lands since time immemorial and continue to do so today.

Last year has been described in so many ways—*uncertain*, *tenuous* and *challenging*. But the 14 programming partners of the Fort Worden Lifelong Learning Center also use words like ***creative***, ***resilient*** ... and even ***successful***.

The past 12 months proved that adaptability, community building, innovation and inclusivity are vital to our success—with or without a pandemic—and that the future Fort Worden will look different in 2021 and beyond. If there was a through-line that remained constant, it was our eagerness to learn, grow and collaborate for a stronger coalition—a stronger future. As we take on a new year for our partnerships together, we're sharing 2020 milestones as well as what lies ahead.

Friends of Fort Worden restored and installed the historic Guard Shack on the Parade Grounds. During the busy season, it will serve as an Information Center.

CENTRUM

One of the last in-person events before the 2020 shutdown was this exploration of Indian music at Centrum's "Communiversity" Series.

Centrum was buoyed by the outpouring of support during the pandemic. Operating at less than half its normal size, the staff, faculty and volunteers reached more than 36,000 households through online programs and workshops, limited in-person gatherings and artist residencies. Among its 2020 accomplishments:

- Balanced budget, retained core staff
- Pioneered models for online delivery, and launched five new podcast channels
- Forged a new long-term partnership with Madrona MindBody
- Attained a fifth-straight record result for its annual Gala and Auction
- Launched new arts and lectures series "Communiversity" with KCTS-9 and Crosscut in Seattle

In 2021 Centrum is investing $326,000 in new technology to include online participation as a permanent feature of its programs, helping reimagine the Lifelong Learning Center to champion arts and culture, broadening representation within its Board, and embarking on a long-term investment in diversity, equity and inclusion. Reach out to (360) 385-3102, email info@centrum.org, or visit www.centrum.org.

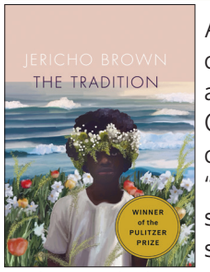
COAST ARTILLERY MUSEUM

Fort Worden, one of three "Triangle of Fire" forts controlling ship access to Puget Sound, began in 1898, and the majority of Fort Worden structures predate WWI.

The Puget Sound Coast Artillery Museum, established to preserve and interpret coast artillery history with a special emphasis on the harbor defenses of Puget Sound, normally receives 15-20,000 visitors each year. The Museum has exhibits showing the history of Fort Worden through its use as a military base, a State diagnostic and treatment center for adolescents, and finally as one of Washington's premier state parks.

Volunteers look forward to reopening the museum once the pandemic recedes. Visit www.CoastArtillery.org.

COPPER CANYON PRESS



After having to cancel its regular spring activities, Copper Canyon staff quickly created an online "Literary Livestream" series launching their spring 2020 books, and earned *The New York Times*' recognition as an innovative response to the shutdown. E-book sales spiked to historic highs, validating the organization's prior strategic investment in e-book marketing. Fundraising efforts were expanded to provide direct support to Black Lives Matter and racial equity initiatives. Other successes:

- Won a Pulitzer Prize for *The Tradition*
- Retained all staff, met projected publishing schedule

- Introduced virtual book launches and fundraising, reaching new global audiences
- Set a record in net book sales for the second year in a row
- Revitalized the organization's racial equity initiative

This year Copper Canyon will continue publishing poets that represent a diverse range of voices, ethnicities, cultures, political viewpoints, and aesthetics, including distinct and often marginalized voices; contribute to a larger literary culture with the publication of 20 books in 2021; and support diversity initiatives. Visit online at coppercanyonpress.org.

CORVIDAE PRESS

Like virtually all programming partners on the Fort Worden campus, Corvidae Press, an association of artists who share an interest in printmaking, was at first brought up short by the pandemic. But with passion for their craft and a dedication to health and safety, in 2020 Corvidae members:

- Followed state guidelines to continue operating safely
- Kept studio open and its guild active
- Made art!

In the new year, Corvidae looks forward to continuing its safe operations and to supporting discussions about Fort Worden's present and future. Corvidae will continue furthering its mission to provide an active, nontoxic studio dedicated to the pursuit of the printmaker's craft, with a focus on education, community and regional interaction. To learn more visit www.CorvidaePress.com.

FRIENDS OF FORT WORDEN

The Friends of Fort Worden were busier than ever last year, and their many thousands of volunteer hours benefit all who enjoy and love Fort Worden. The Friends continued to maintain and enhance the park and implemented many major projects to improve the visitor experience. The year was singularly successful because of the dedication of volunteers and the generous financial support received from the community. The Friends…

- Established a five-year "Nix the Nox" program to remove invasive plants

At the September ribbon-cutting ceremony for the Chinese Gardens Interpretive Trail were Friends' board member Zan Manning, artist Larry Eifert, who created the five interpretive panels, and State Parks Area Manager Brian Hageman.

- Received great community support—record fundraising, new volunteers
- Funded two AmeriCorps positions to address habitat restoration

In 2021 the Friends will continue maintaining the forest and improving trail accessibility, help restore critical parts of the campus, and engage the community. To be involved visit www.fwfriends.org.

GODDARD COLLEGE

With its low-residency model blending remote learning with in-person experiences, Goddard weathered the changes of 2020 at its campuses in Vermont and Washington. Innovation became necessity as Goddard reimagined student engagement in the digital world. Also notable last year:

- Renewed accreditation
- Largest new class since 2016, 7% increase in enrollment
- Ranked #3 in terms of best value for money—behind only Harvard and Yale—and ranked #1 for contribution to the public good
- Former faculty Louise Gluck awarded Nobel Prize for Literature, and former faculty Jacqueline Woodson awarded a MacArthur Genius Grant
- Record fundraising (almost $1m)

This year Goddard looks forward to more digital possibilities, increased enrollment diversity, and strengthening admissions, finances and fundraising. Contact claudia.zysk@goddard.edu, (206) 769-5194.

JEFFERSON COUNTY HISTORICAL SOCIETY

Gabe Van Lelyveld of Whaleheart Productions films actor Zula Mosher for JCHS' first Collection Connections video for kids.

2020 was an unexpected yet positive reset for JCHS. Museum closures — including the Commanding Officer's Quarters at Fort Worden — gave staff time to thoughtfully examine their work in new ways, devising new systems for a resilient future. JCHS also provided context to a historically significant year and, alongside this community, welcomes what feels like an awakening. 2020 highlights:

- Adopted a refreshed mission, vision and strategic plan
- Moved staple programs to virtual and added a new successful History Happy Hour
- Broke ground on $875K facility renovation and brought high speed internet to its Research Center
- Added 9,000 digital records to its online collections access portal
- Raised over $60,000 for projects at the 1868 Rothschild House

In 2021, JCHS will further its work to understand decolonization, racial equity, and inclusive museum practices, and will launch plans for a comprehensive Jefferson Museum history exhibits refresh. Another priority is working with volunteers on new systems, training, and engagement opportunities. Visit jchsmuseum.org.

KPTZ RADIO Port Townsend

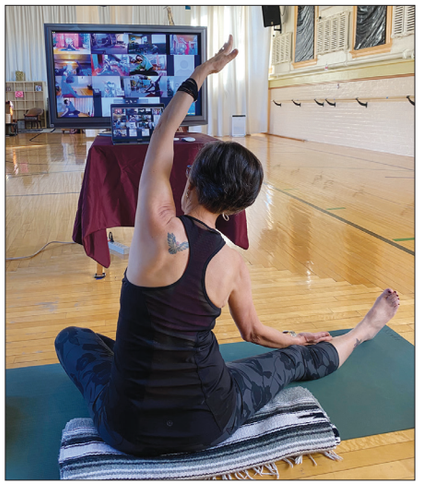
KPTZ DJ/host Phil Andrus presented JCHS Archivist Ellie DiPietro with the complete audio recordings from nine years of weekly *Tossed Salad* radio shows for the museum's collection.

In response to the pandemic's challenges, KPTZ championed the concept "Radio Connects Us All," offering information and programming including weekly Jefferson County BOCC public health briefings on COVID-19 best practices, and PT City Council business meetings. Staff and volunteers brought purpose and enthusiasm, both for messaging about public affairs as well as to entertain and provide an array of quality 91.9FM programming. Also last year at KPTZ:

- Expanded staff to add Ruby Fitch as KPTZ Programming Lead
- Replaced retiring *Tossed Salad* with *Filter*, *Live from Rainshadow* and *Crackin' the Vault*, presenting live and Centrum archives music
- Added *Exploring Music* with PT Symphony conductor Tigran Arakelyan, *Cats in Our Laps* with Phil Andrus, and *Critical Conversations* with Robert Ambrose and author Dahr Jamail.
- Provided 3X daily broadcasts of community resources throughout the initial Safe Start lockdown, maintaining broadcast operations 24/7 despite Covid restrictions.

KPTZ looks forward to moving to its new Maker's Square facility, reopening station doors to the public, and welcoming new volunteers. Prioritizing diversity, equity, access and inclusion, KPTZ plans to roll out its Inclusion Radio program to reach a wider and more diverse population.

MADRONA MINDBODY INSTITUTE



Madrona MindBody hosted hundreds of online classes, attended not only by students locally, but students around the world.

The beautiful ballroom in Building #310 may not have been filled with dancers and yogis moving about last year, but Madrona MindBody nonetheless offered mindful movement through a robust online presence. Faculty and students transitioned to Zoom, as coffee tables served as yoga blocks, family pets became living room dance partners, and garages transformed into cycling studios. In the process, students from around the country and even abroad could join in the joy—and keep healthy! Staying afloat during a pandemic is challenging for any business, and Madrona is pleased to have closed the year in the black. Other highlights:

- Provided free classes to health care workers and those impacted financially by COVID-19
- Offered hundreds of hours of classes and workshops to more than 1,000 students worldwide
- When weather permitted, moved, breathed, stretched in the Great Outdoors classroom

In the New Year Madrona looks forward to implementing its robust health and safety protocols as in-person classes resume, and expanding with more workshops, programming and Fort Worden partnerships. Oh, and a beautiful new website—check out www.MadronaMindBody.com, or call (360) 344-4475.

NORTHWIND ART

FORMERLY PORT TOWNSEND SCHOOL OF THE ARTS

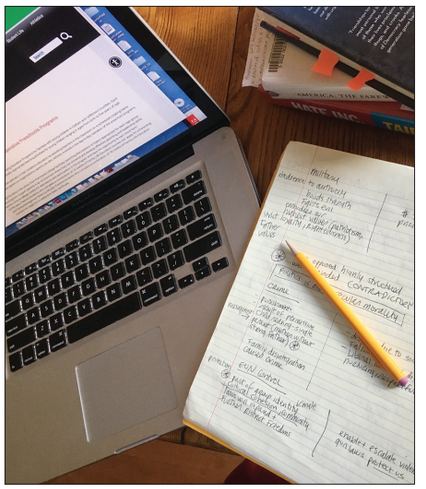
Last year brought the merger of Port Townsend School of the Arts and Northwind Arts Center to become Northwind Art, focused on sustaining and growing Port Townsend's vibrant arts community. While the world hunkered down, Northwind Art kept exhibits and programs going while also reaching for growth, innovation, connection and vitality. 2020 highlights:

- Free *Art Prompts for Kids* videos, Art Salons via Zoom and virtual gallery exhibit tours
- Launched the "Postcards from Home" exhibit, connecting us to each other through art
- Provided training and opportunity for faculty to adapt to online teaching
- Nurtured community partnerships including the Art in the Hospital and Art in the Library

Student artist Pauline Morgan at work on collage piece in abstract art class.

Since the arts are vital for personal expression, social connection, economic opportunity and mental health, Northwind Art is focusing on well-being for individuals, community and the world. Northwind looks forward to more partnerships with education for new, emerging and professional artists, exhibits for the community and visitors, and programs to advance artists' skills and careers. Visit www.northwindart.org, or contact Teresa Verraes, director@ptarts.org, or phone (360) 379-1086.

PENINSULA COLLEGE



During the pandemic, Peninsula College Port Townsend has found creative ways to continue classes, activities and services remotely, and is encouraged by the resilience and persistence of our college community.

- In addition to pivoting to virtual offerings and services in 2020, we also re-invented our Community Education program with a variety of non-credit classes for all ages; www.pencol.edu/CE.
- 2020 helped us discover new tools and skillsets to improve the student experience in ways we may not have discovered otherwise. We look forward to the year ahead with optimism and enthusiasm.

To contact Port Townsend staff and faculty, call (360) 385-4605 or email PT@pencol.edu. To reach our Port Angeles campus call (877) 452-9277 or visit www.pencol.edu. Zoom meetings are available by appointment.

Below: An Orca-ARTiculation community art project. Dozens of artists of all ages contributed their work to bring new life to the Marine Science Center's orca skeleton

PORT TOWNSEND MARINE SCIENCE CENTER

One of the first projects created by the Port Townsend Marine Science Center (PTMSC) after the shutdown was a community art project involving all 160 digitized bones of the museum's orca skeleton "Hope." Participants were given an outline of a unique bone, which they decorated and sent back. The resulting creation was "re-articulated" virtually. This set the tone of innovative co-creation, making something beautiful out of what was available throughout 2020.

- Community members stepped up, with the most past supporters donating in a single year ever
- Kept entire staff employed creating innovative ways to connect people with the wonders of the Salish Sea
- With Centrum, created the first entirely online Water World arts and science program for 5th and 6th graders
- Continued critical citizen science—the Marine Mammal Stranding Network, responding to a stranded humpback whale, Sound Toxins and a Bio-blitz at Fort Worden
- Safely re-opened Aquarium and Museum in September with a new online reservation system

PTMSC looks forward to resuming safe, in-person programming including summer camps, in-person visits to the aquarium/museum, beach walks and wildlife cruises; resuming volunteer programs, especially our docents, husbandry volunteers, and citizen scientists; and safe in-person gatherings such as Party-on-the-Pier and the annual Stewardship Breakfast. Contact Gabriele Sanchez, info@ptmsc.org, (360) 385-5582 ext 104.

PORT TOWNSEND SCHOOL OF WOODWORKING

Students bucking a fir log with a double-handled crosscut saw.

Port Townsend School of Woodworking (PTSW) pivoted to course development, classroom infrastructure, and COVID-19 mitigation shortly after the shutdown in March. Fortunately, approval to reopen due to the school's vocational status brought back the welcome sounds and smells of a woodshop—the scrape of a plane over a piece of hardwood, the wafting aromas of sawdust, and shavings littering the floor. Students returned in mid-July for timber framing, the first course of the restart, and since then, the school has continued to operate safely and responsibly. PTSW is proud of these 2020 accomplishments:

- Managed with no staff layoffs
- Completed a new Strategic Plan
- Ended the year in the black
- Piloted a new 12-week intensive with 7 students

In 2021 PTSW looks forward to launching new courses, clarity around the future of Fort Worden, and being able to operate safely as the virus hopefully abates. To learn more contact Heron Scott at (360) 344-4455, heron@ptwoodschool.org, or visit www.ptwoodschool.org.

RAINSHADOW RECORDING

The COVID-19 pandemic presented both challenges and opportunities. As restrictions relaxed over the summer, Rainshadow remained open, hosting a diverse array of recording clients, with the help of a healthy supply of masks and disinfectant! Pandemic restrictions provided time for studio upgrades, including a vintage (but more reliable) recording console, and acoustic treatments for more accurate Control Room monitoring. Rainshadow also:

- Recorded and mixed an upcoming release by United By Music North America, "a unified performance-based program and band for neuro-diverse and neuro-typical people with exceptional musical talent." Participants work with musician mentors, find the musical talents for the program, work in sessions to create performances and play at events.
- Recorded compositions by Macklemore's Residency alumni participants of the 2020 Winter Hip Hop Camp, hosted by Centrum.
- Collaborated with KPTZ to broadcast weekly Friday afternoon *Live From Rainshadow* performances.
- Conor Sisk joined engineering staff.
- Recorded and/or mixed records for a variety of Indie Rock artists and singer-songwriters.

For information, contact Rainshadow Recording, centrumrecording@gmail.com, (360) 301-0291.

FORT WORDEN LIFELONG LEARNING CENTER PARTNERS

Last year our teams met regularly, usually online but occasionally on glorious days outside enjoying Fort Worden's breathtaking scenery, to reimagine how we can better support lifelong learning through our organizations. Our conversations resulted in new partnerships and improvements to our capabilities. They made us more...***resilient***, ***creative*** and ***innovative***. Even **successful**.

We also worked as part of the Fort Worden Collaborative which includes the Public Development Authority (PDA), the City of Port Townsend, and the Fort Worden Advisory Committee. We extend our appreciation to these organizations and to Washington State Parks. The Lifelong Learning Center partners remain committed to helping the PDA and State Parks address the challenges of managing this magnificent 434-acre park that is so important to the local community, as well as visitors from around the world.

In 2021, as we continue to grapple with the effects of the pandemic and how the economy, travel, and personal connections have changed, supporting Fort Worden partners and encouraging more people to get involved in Fort Worden's future is paramount to ensuring the economic vitality of this place. Your participation is encouraged. Your voice for the future of Fort Worden is made possible through the Fort Worden Advisory Committee, established by the Washington State Parks and Recreation Commission—fwacinfo@gmail.com.

Corvidae Press and the Coast Artillery Museum are just two of 100 historic buildings at Fort Worden.

centrum creativity in community · Coast Artillery Museum Fort Worden, WA · Copper Canyon Press · Corvidae Press A Printmakers' Guild · Friends of Fort Worden State Park · Goddard College · Jefferson County Historical Society · KPTZ 91.9 FM · Madrona Mindbody · NorthwindArt · Peninsula College · Port Townsend Marine Science Center · Port Townsend School of Woodworking · Rainshadow Recording

The FWPDA Reorganization

FAQ

1. **Is the FWPDA Reorganizing?**

   Yes, and here's why: The Fort Worden Public Development Authority (FWPDA) is reorganizing to create operational structures that are better suited for addressing its two primary challenges: recovering from the financial losses caused by the pandemic and addressing the ongoing major maintenance needs of the 95-acre campus and its 73 historic buildings.

   Under the plan the FWPDA retains its identity as a public entity governed by a board of directors and chartered by the City of Port Townsend. It is downsizing to a small administrative support group that focuses on holding the public trust and campus lease with State Parks, managing the leases with campus partner organizations, and passing through state and federal assistance for the Fort's capital needs. Managing the campus assets will remain a priority for the FWPDA in 2021 while it works with stakeholders to develop a new approach for this need. Hospitality services currently operated by the FWPDA will instead be undertaken by a newly formed local nonprofit organization. 2021 is the nonprofit's startup year, and it will operate under the terms of a concession agreement under development with the FWPDA.

2. **How exactly will changes to hospitality services and asset management address the financial challenges that face the Fort Worden campus?**

   As a nonprofit instead of a public entity, the hospitality business will be able to take advantage of tools traditionally used to successfully operate a hospitality business. It also would qualify for emergency assistance that the FWPDA was unable to receive during the pandemic, which will make the Fort more resilient in future emergencies. The reorganization plan also reduces the outsized campus maintenance burden that had been placed on hospitality operations.

   The FWPDA's reorganization work in 2021 involves working with stakeholders to find a fair way to fund the major maintenance and capital investment needs of the campus buildings. This has historically been a challenge for both State Parks and the FWPDA. When the FWPDA took over campus maintenance from State Parks in 2018 it inherited approximately $100 million in deferred maintenance. State Parks will be an active partner in the development of the Asset Management strategy.

3. **Will the Lifelong Learning Center mission still exist for the FWPDA?**

   Absolutely. The FWPA remains governed by a charter with the City that includes the call for "facilitating the implementation of a Lifelong Learning Center." The reorganization plan works to strengthen the resilience of campus operations in order to better support partner organizations. We remain a part of the Fort Worden Collaborative as part of the effort to sustain a vibrant Lifelong Learning Center at Fort Worden. Additionally, the FWPDA's concession contract will require Hospitality to maintain its commitment to providing services in support of the partners and the campus Lifelong Learning Center mission.

4. **Does the new Hospitality Nonprofit have a mission statement?**

   Yes! Here is the Mission Statement as filed with the Secretary of State: Fort Worden Hospitality welcomes visitors to a treasured state asset – Fort Worden State Park and Lifelong Learning Center. We connect people to the park's resources: the lifelong learning center campus; the cultural, educational, artistic, environmental, and recreational programs offered by the park's partner organizations; and the trails, beaches, and historic batteries. We also provide hospitality packages, meeting and events spaces, food services, and lifelong learning programming.

   The incoming staff members have also established a set of **Company Values:**

   - **Community:** Inclusive of On-Site Partners, Guests, Visitors, Employees and Residents
   - **Passion:** For employee well-being, positive guest experience and working to the best of our abilities
   - **Integrity:** Leading with ethics and honesty through a proactive leadership approach and fostering an adaptable, positive work environment
   - **Environmental Stewardship**: Preserve the history of Fort Worden State Park while building the future for a sustainable ecosystem
   - **Culture of Learning:** Fostering an environment of mentorship, training, collaboration and ownership of work with goals of employee growth and success

5. **Does the reorganization affect the campus partner organizations?**

   Yes, it is our belief that the new organization of the FWPDA will be more responsive and better capable to address the needs of the partners. The reorganization also is being established in a manner that will be adaptable to future changes to the partners' needs. Concerns have been raised that we may make changes that cannot be undone or will limit future opportunities. Those concerns have been heard and the final documents will be crafted in a way that can allow future changes if that need presents itself.

6. **Is the FWPDA making progress with its debt?**

   Yes. A plan has been developed that allocates the debt to be addressed by elements of the reorganization. Makers Square debt is incorporated into the project and secured by the lease terms. Glamping is incorporated in the business plan of the Hospitality nonprofit. The energy debt is allocated to the Asset Management program. The remaining debt liability for diverted capital funds will remain with the FWPDA and will be repaid using the leases and contracts as collateral to finance a term note to repay the diverted funds.

7. **Can I get involved in the FWPDA reorganization effort as a community member?**

   Yes! We have been talking about this plan extensively in our public board meetings since the process began in October 2020, and we continue to do so in 2021. Anyone can learn and share their thoughts through our public board meetings and also reach out to us at any time. Meeting notices are published on our website and distributed to our media contacts before each meeting, in accordance with the Open Public Meetings Act. Each meeting involves two opportunities for public comment. The meetings are recorded and minutes are taken, both of which are posted to the website alongside meeting materials for public viewing. As we dive into developing a new asset management strategy, we look forward to public input on how to address this critical challenge. If you would like to reach out to our board or staff leaders or share a comment for a board meeting, please contact Joan Rutkowski at jrutkowski@fortworden.org. Public meeting information can be found here: https://fortworden.org/category/pda-documents/