

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/>