

More Questions about Fort Worden Hospitality and PDA

1. Will the PDA review **and approve** the annual FWH operating budget?
2. The FWH Business Plan includes budget projections that show that the combined admin and marketing expenses for the organization in year 5 at 24% of gross income, nearly \$2M. Is that typical for hospitality operations and does that represent a “lean” operation?
3. Gross income of hospitality operations is projected to be over \$8M. The operator FWH is a nonprofit corporation. Is the proposed FWH 3.5% contract fee to the PDA appropriate in this case?
4. Why isn't the nonprofit contract manager FWH being paid a management fee (a percentage of operations) with the remaining surplus going to the PDA – as would be typical in a facility management contract?
5. The 3.5% fee paid by FWH to FWPDA equals the fee FWPDA owes State Parks. Although currently deferred, the fee is scheduled to be paid beginning 2023. Is this fee a projected income source for restoration loan repayment? Is this permitted under the FWPDA-FWH contract agreement?
6. What are the roles and responsibilities of FWH and FWPDA in maintaining and repairing the buildings managed by FWH?
7. What are the roles and responsibilities of FWH and FWPDA in implementing and achieving the lifelong learning mission at Fort Worden?
8. What measures will be provided in the FWH Bylaws to elect community members to the board of directors?
9. What measures will be provided in the FWH Bylaws to require regular reporting to the community and opportunities for community review of operating results and future plans?

Thank You.

Mark Blatter

223 Middlepoint Road

Port Townsend, WA 98368