

**Comments on September 17, 2012 Fort Worden State Park Business and Management Plan
Working Draft 9/27/2012**

Page	Comment	Action Taken / Response
3	First bullet should specify dollar amount of reserve (\$250K) and the mobilization funds (\$300,000) and that the PDA will pay for this as specified on pg 35.	Addressed
4	Why should the PDA take over completion of the Bldg 202 renovation? (Is this discussed in the body of the report?)	Addressed
4	Second bullet discussion of capital funding should describe the funding breakdown between the Commission, the PDA and private sources as described on pg 45.	Addressed
4	Discussion of Financial analysis in the fourth bullet should specify that the report proposes that the Commission provide ½ (\$150,000) as part of the mobilization funds as specified on pg 35.	Addressed
6	The Legislative proviso did not specifically ask for a “business plan to detail how the PDA could sustainably operated aspects of the park. “ They should cite the actual language and include it in an Appendix.	Addressed
7	First paragraph assertion that “recent efforts among existing partnerships have begun to yield significant resources for facility renovation” needs to specify amounts and sources.	Addressed
7	Last sentence in first paragraph should delete “that can result in significantly reducing the annual operating deficit.” There is no operating deficit, rather there is likely insufficient funding to adequately maintain and operate the park.	Addressed
7	Third paragraph should specify that the Legislature directed the Commission to formulate a plan that completely removes state general fund support as of <u>FY</u> 2013.	Addressed
7	Assertion that the Discover Pass has reduced partner participation by as much as 25% needs substantiation and data to support it.	Addressed

8	State Parks Industry is changing Nationally	Item number 2 – What are the innovative funding options that local parks are using? Are there any examples in WA?	Addressed
9	Sustainable Co-Mgt	Second sentence seems unnecessarily inflammatory.	Changed
9	Sustainable Co-Mgt	Comment that the state is “bureaucratically inhibited” is inflammatory. Should be changed to say “where restricted by state law and regulations.”	Changed
9	Sustainable Co-Mgt	Last sentence in the second to last paragraph should be removed. Current language is inaccurate and inflammatory.	Addressed
11	Overall Findings	Several of these items sound like they were copied directly from comment cards. In those instances, please use quotation marks to denote that they are not a "summary of key issues". I would recommend that if they stay in the report at all, that they be separated out into a different list of actual comments.	Addressed
13	Visitation	The Discover Pass was not implemented until July 1, 2011 - halfway through the 2011 season. The decrease in 2010 has absolutely no relation to the Discover Pass.	Addressed
14	Local and Regional Market Analysis	If it's a two hour drive from any major population center, why would the market analysis include Seattle in its 60 mile radius? Why not reframe the market analysis to focus on the immediate rural area, the extended Seattle-Tacoma Metro area, and the greater Portland-Bellingham corridor?	In the scope of work for this project the market analysis was to be an update of the analysis performed in the 2008 study, which utilized these parameters. This work has been completed at this point and cannot be redone without a change order to pay for those services.
24	The Contributions of Partner Organizations	Assertion that over \$5M in capital funding has been invested from partners needs more substantiation. What are the facilities receiving investment and who provided the funding?	Addressed
26	Facility Leases for Partners	Are these "Best Management Practices" related to facility leases or simply recommendations?	Addressed

27	Mgt Assumptions	Item #3. Why are reservations and customer care for the campgrounds need to be transferred to the PDA?	Addressed
34	Stmnt of Activities -Projections	Sixth bullet under Revenues. Please explain the Lodging/Sales Tax Rebate. How was this amount calculated and how does it compare to current revenues?	Addressed
35	Stmnt of Activities -Projections	Although the Pro Forma does add 2011 actual revenues and expenses, the current draft does not describe the level and type of staffing included in the 2011 actual for staff and goods and services.	Changed
35	Stmnt of Activities -Projections	There is no assumption for salary increases which seems unrealistic.	Changed
35	Stmnt of Activities -Projections	The assumption fir Health Costs increase of 2.5.% is unrealistic.	Changed
35	Cash Flow Projection	The report proposes that the Commission provide ½ (\$150,000) as part of the \$300,000 in mobilization funds for the PDA. There are significant concerns with this request given the current fiscal stress on the Parks Commission and the overall fiscal health of state government which currently faces an estimated \$1 Billion shortfall in revenue available to carry forward current programs into the 2013-15 Biennium.	This was suggested as a point of negotiation in the phases that follow this business plan but based on your comment we took it out of the Final Draft and committed to raise this amount as part of our costs
41	Staffing	How does this staffing level compare to State Parks current level of staffing for these similar activities. This particularly true for maintenance and guest services.	Addressed
42	Additional Revenue	Would ask that you restore the table on estimated monthly projected revenues that was in the earlier draft. Report does not address OFM's previous question on whether alcohol sales are allowable at the Park and what if any rules or laws would need to be modified.	Alcohol sales have been significantly reduced and moved out to Year 3 as a start. Alcohol is currently sold at the park through the food service concession.

43	Capital Plan	Item #7 should be changed to Combine Capital Plan	Changed
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50	Combine Capital Plan	On Page 45 the plan discusses the level of capital funding between the state, the PDA and Partner Organizations for capital projects at the Fort. What would be extremely beneficial would be to specify the responsible organizations in the Combined Capital Plan for each particular project over the next 11 years. This would provide the Governor, Legislature and PDA with an initial road map for future funding requests.	This is outlined earlier in this capital plan section based on certain areas for capital expenditure responsibilities that are most appropriate for each party. It does not apply as well to the categories listed on the page with the Combined Capital Plan, therefore is not repeated for fear of creating confusion.
50	Combine Capital Plan	The plan does not provide any explanation for the priority and timing of capital projects. The plan also does not discuss what minimal capital expenditures would be required to maintain the existing revenue streams. More rationale would be extremely beneficial.	We agree that it would be extremely beneficial. State Parks staff has agreed and we will be working on this over the next few months.
51	Fort Worden Conservancy	It would be helpful to provide some background information on the Conservancy in terms of the number of members, its annual revenues from fund raising and other sources and staffing.	Addressed
54	Funding Strategies	Although the report provides a list of options to fund the PDA activities it does not provide an examples of where these types of options have been successful at other Parks or facilities. It would be good to provide examples of projects at other similar facilities Fort Ross, Asilimar where partnerships were successful used to renovate facilities.	There are not sufficient resources in this project contract to outline funding case studies. All of the funding options provided in the report have worked in various places around the United States in public park systems. The lack of specific examples for each option does not detract

			from the quality of the options.
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55	Implementation Recommendations	The last sentence in the first paragraph needs to be modified to say that the PDA needs \$300,000 in mobilization funding, half of which is to come from the Commission, and \$250,000 in a reserve fund.	Changed
56	Opportunities and Risks	The report only cursory addresses the downside risk if the PDA is not able to deliver on its commitments. There is no real evidence to support the statement that “failure is a possibility and not a probability” Additional discussion should be made of potential risks areas and evidence to support this assertion. There should also be a discussion on how operating losses will be addressed by the PDA if they did occur.	Addressed
58	Strategic Initiates Phase 1	Item number 2 discusses the idea of the PDA selling or disposing of remaining equipment, furniture or stored items. This may not be allowable under state surplus statutes or regulations. This should be confirmed with State Parks. Revenue from the sale would most likely need to be returned to State Parks.	Addressed
59	Phase 2	The reference in Item 3 to the Department of General Administration should be changed to the Department of Enterprise Services.	Changed