

**MINUTES**  
**Board of Directors Meeting**  
**Wednesday, September 24, 2014**  
**Fort Worden Public Development Authority**  
**Commons B, Fort Worden**

**REGULAR Board Meeting:**

**I. Call to Order at 9:00 AM**

**II. Roll Call & Staff Introductions**

In Attendance:

PDA Board:

Lela Hilton  
Anne Murphy  
Bill Brown  
Cindy Finnie  
Brian James  
Scott Wilson  
Gee Heckscher

PDA Staff:

Dave Robison  
Colleen Jones  
Erin Ashcraft

State Parks:

Brian Hageman  
Rodger Schmitt

Public:

Dave Goldman  
Herb Cook  
Ron Kubec

Partners:

Kevin Alexander

Erin Ashcraft was welcomed as our new Guest Service Representative. She gave an introduction of herself and her past work experience.

**III. Public Comment – None**

**IV. Changes to the Agenda - None**

**V. Consent Agenda**

Review and corrections made to the August 27, 2014 minutes. Approval of Board Minutes moved by Scott Wilson and seconded by Anne Murphy.

**VI. Discussion on future Food and Beverage Services at Fort Worden**

**A. Update on future food and beverage services**

- Clean-up of food service facilities:
  - Bon Appetit left on September 2. Custodians cleaned up kitchen, server and coffee shop, creating \$4,000 in overtime. Gee: The kitchen was a total mess, but it was cleaned up. Canteen was left very dirty, so pictures were taken. Dave: There is a performance bond with the state that we will be submitting a claim to and asking for reimbursement for clean-up and repairs. Rodger: Recommend sending Bon Appetit a copy of the report. Dave: November 30 is the final date to submit for a claim.
- Groups served: At 5:00 September 2, 105 dinners were served to the Uke Festival. Saturday, September 6, the JFK was used for a 155 people wedding with guest attending as far away as Quebec and France. On September 13, the Jefferson Memorial Hospital had a fundraiser for 250 guests at \$125 per plate.
  - Food Service Testimonials keep coming in. Food is winning past and current clients over with good reviews.

- Name and logo: Currently we are using the Servery at Fort Worden. We are working on a name for the Café. The bar will be The Guardhouse Pub or TAPS.
- There is a possibility of looking at a culinary Institute at the Fort; but later down the line.
- Future Food Service Facilities: Aaran and Kris are the food service consultants and are working on the SOP's, budget, staffing and schedules. They each have a contract up to \$10,000 for a multi-month contract. We have not been billed at this time.
- Anne: Community members would like to apply for food service positions. Applications are at the Guest Services desk.
- Gee: The Public Health 2<sup>nd</sup> inspection is at the end of the month. A copy of that report should go to the State Parks.
- We are exploring whether we should have a Thanksgiving Dinner. Thanksgiving in the past had 250 people attend.
- We are looking at a calendar for Christmas Parties and how to bring in county involvement.
- Scott W stated Fort Worden might become a movie location for a John Sayles film -- "Indian School – Turn of the Century" bringing 100 people in for 3 months.
- Kevin: What is the food service availability to the public? The goal is to produce additional food in the servery for groups and sold at a reasonable price. Locals can come in and pay in the Café. Guests can have payments added to their room ticket.

## **VII. Review and Discussion of Monthly Financial Reports**

- Food Services: We are using Kris Nelson's Catering liquor license until ours is approved; a food service bookkeeper has been hired to work 5 hours per week. She is currently setting up Quickbooks. Some wedding business has been lost because of a Bon Appetit message left on their answering machine stating there was no longer any food service at the Fort. Friends of Fort Worden have been approached to pay for necessary dishes for Fort Worden opening of the Food Services.
- Vista newsletter is being opened by 30-40% of recipients. We do not have the capability of knowing how many received and did not open the link.
- ATRIO is building a new software for camping reservations and will be implemented prior to November 30; this upgrade pertains mostly to site specific camp ground spots.
- Anne: What is status of LTAC funds to the City. Dave explained LTAC process; 2 month lag from State to City.
- Anne: How are we communicating to the community of hotels of Fort Worden's availability? Suggestion – create a distribution e-mail list of hotels and bed & breakfasts; send out availability daily on this distribution e-mail.
- OT at guest services has gone down considerably since a phone message was added on to our phone system telling guests of our daily availability.
- We are not actively pursuing business development because of manpower shortage. Individual lodging units need improvements; we need to bring in capital funds for that project. We would like to capture Weddings as we feel Fort Worden is a destination venue. New wedding packets are being created,

including catering. Weddings are high maintenance and time consuming, but tied with food can be a money maker.

- Suggestion: Ask how groups have heard of us. Include in survey, or other paperwork.

## **VIII. Staff Report**

- A. August Bookings – Discussion of Exhibits.
- B. Planning Commission Recommendation – Discussion of Exhibit 4.1.
- C. Discover Pass Sales: Discover Pass is tracking above Fort Worden requirements at \$125,000 at the end of August. Dave explained ratio of State to Fort Worden.
- D. Dave made a presentation to the State Parks Commission Meeting in Long Beach.
- E. Org Chart/staffing needs – Exhibit shows current operational organizational chart and the proposed operational organizational chart was discussed. Original budget vs. Current budget discussed. Initially 5 new positions were hired in Guest Services to fill customer needs. Custodian Department has a different configuration. A current P/L Statement is needed to make better staffing determinations. Dave: We are looking for a manager now in sales. We need help immediately for revenue to be brought in from sales. Food Services will be re-evaluated 3 months from now. Cindy: The hole created in the sales department is a critical situation. Sale procedures are not in place. Guest service representatives need to be better at sales. The core business and a good product needs stabilized. Dave: we need a strong candidate in sales who could possibly grow into the general manager position and create a good working team.
- F. Maria Muldaur event: On Saturday, October 4, FWPPDA is partnering with Upstage to do a Dinner Club event at \$25 for event and \$55 for meal and event. 200 tickets are for sale. It is a catered event with full bar and 4-course meal. The ambience will be looked at closely to create an intimate setting. Damaged carpet squares are being replaced. Lodging is being offered at a 20% discount. This could be a great opportunity and good partnership to pull food, community and entertainment together. We will look at local and regional promoters.

## **IX. Board Member Reports**

- A. Capital Projects—Bill Brown: Priorities are in place for maintenance in the right time and in the right order. Reroofing projects are scheduled and painting is planned for next year. A schedule has been created for maintenance. Dave: Building 16 needs new boilers. More discussion in the future.
- B. Housekeeping Assessment—Bill James: There is discussion of extension with Port Townsend Hospitality. Further discussion when pertinent information from PT Hospitality is received.
- C. Building 202—Scott Wilson: Considerable discussion was held on relationships, information, phases, consultants and how to move forward. Dave requested \$10,000 to hire consultant who is experienced with HTC for Phase 1 – Project Feasibility; the 202 Team will be making a judgment of whether the parties can come together as partners. A MOU could be created after Phase 1 is complete. Phase 2 – Decide if HTC is doable or not. This would also show HTC we are eligible. Recommendation made to ask if Friends would be willing to assist in the consultant fee. Cindy: We need to step forward. We are committed. We must take the lead. It was noted that construction contracts need to be signed by end of January 2015 to proceed with project.

**Action:** Motion to approve consultant contract with Wishneff & Associates to provide phase 1 feasibility of historic tax credits was made with a timeframe for Phase 1 as October 30<sup>th</sup> and to be signed by Dave R. Scott W moved with the following contingencies. A) Change the word developer to assignee; B) the deadline for Phase 1 to be October 30; C) 1<sup>st</sup> Federal is continuing to evaluate the HTC. Brian James seconded motion.

Board Member term expirations—Cindy Finnie. Board Members Gee Heckscher, Scott Wilson and Lela Hilton accepted continuation as members of the board. The vote is to expand the board by 3 members, totaling 12. The need for expertise is necessary. This requires an amendment with city council and it is their decision to approve. If this is acceptable to the City of Port Townsend an advertisement will go out regarding skills, experience, fund raising ability, knowledge of leases and Historical Tax Credits.

- A. A motion to ask the City Council to amend the PDA charter and expand the board from 9 members to 12 was moved by Anne M and seconded by Gee H.
- B. Mission, Vision Statement—Lela Hilton: Tabled for more discussion and revision.

**X. Possible Board Motion to hold Executive Session to review lease terms and conditions with PT Hospitality, and/or Peninsula College in accordance with RCW 42.30.110(c).**  
No executive session was held.

**XI. Public Comment**

Rodger Schmitt: Parks e-mail is now first name dot last name @parks.wa.gov  
The funding findings of the Governor's Task Force were, 1) ½% tax on RV's, etc.; 2) bottle sales tax on water; 3) excise tax on boats; 4) keep Discover Passes.

Herb Cook: Question regarding recovering cost after Bon Appetit left. Dave stated the inventory was purchased, payment of outstanding food sales was paid out and a sum was offered for goods and was accepted. Herb agrees that a letter be sent to Bon Appetit headquarters stating that Fort Worden had to bring the restaurant up to Health Standards after they left the premises. Check into lease agreement to see if claim can be made, or ask if they are willing to pay for some or all of the deficiencies left to Fort Worden.

Dave Goldman:

- 1) Cancellation fee with partners and leases. Separate the contracts. Dave R: Fort Worden is trying to streamline the policy and master uses of the partners. Dave G: We took on the state's policy; can it be changed? Dave R: Partner leases expire at the end of the year and we may be recommending to extend leases by one year.
- 2) Accounts Receivable is at \$317,000; this is an elephant. Dave R explained how this occurred.
- 3) Food – have heard super feedback. Would like to emphasize to locals to bring in the business. A leverage could be – more events and food that will bring in the locals.

Kevin Alexander: We need to be a facilitator rather than a mediator. Discussed VISTA newsletter.

Scott W: The Fort Worden link is still not working. Are vendors selling Discover Passes?

**XII. Adjourned at 12:23 PM**