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Director

STATE OF WASHINGTON
WASHINGTON STATE PARKS AND RECREATION COMMISSION
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May 24, 2012

Item E-7: Future of Fort Worden State Park-Report

EXECUTIVE SUMMARY: This item reports to the Washington State Parks and Recreation Commission on the status of conversations with the Fort Worden Lifelong Learning Center Public Development Authority and other stakeholders regarding the future of Fort Worden State Park. This item complies with our Centennial 2013 Plan element, “Our Commitment-Stewardship” and with our core values.

SIGNIFICANT BACKGROUND INFORMATION: In 2008, the Washington State Parks and Recreation Commission (Commission) adopted the “Fort Worden State Park Long Range Development Plan”. A central feature of that plan was the need for the Commission to engage a partner so that Fort Worden State Park could become a lifelong learning center. The events that transpired between Commission adoption of the plan in 2008 and the spring of 2012 are well documented elsewhere and will not be recounted as part of this report.

On March 29, 2012 the Commission adopted a substitute Proposed Requested Action for Item E-5-Possible Transfer of Fort Worden State Park (Appendix 1). The legislature adopted a budget proviso regarding Fort Worden State Park (Appendix 2) in March, 2012. On May 2-3, 2012, Parks staff met with staff from Fort Worden Lifelong Learning Center Public Development Authority (PDA) to discuss how to comply with the directions expressed by both the Commission and the Legislature on the future management and governance of Fort Worden State Park (Appendix 3 meeting notes). On March 29, 2012, the Commission asked both the leaseholders and State Parks staff to submit suggestions on how to improve the operation of Fort Worden State Park. Those suggestions are found in Appendix 4 & 5. The lists are compilations and as with any lists, the suggestions will be viewed with varying degrees of support or opposition by different stakeholders and staff. To avoid any confusion as to the source of the suggestions, staff has presented the suggestions as two lists. Staff proposes that the suggestions become another source of information to be considered by State Parks and the PDA as discussions and planning required by the Commission and legislature take place over the next few months.

SUPPORTING INFORMATION:

- Appendix 1: March 29, 2012 Substitute proposed requested action for Item E-5
- Appendix 2: 3ESHB 2127-Budget Provision regarding Fort Worden State Park
- Appendix 3: Meeting notes from meeting on May 2&3, 2012
- Appendix 4: Fort Worden leaseholders brainstorm topics for presentation at the May 24, 2012 Commission meeting in Yakima, WA.
- Appendix 5: Fort Worden State Park staff suggestions on how to improve Fort Worden State Park

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Reviewer(s):

Randy Kline: SEPA Review: Pursuant to WAC 197-11-704, staff has determined that this Commission agenda item is a report and therefore is not subject to State Environmental Policy Act (SEPA) review.

Fiscal Impact Review: No impact. This item is a report only.

Jim Schwartz, Assistant Attorney General Review: May 8, 2012

Larry Fairleigh, Assistant Director

Ilene Frisch (Acting) Deputy Director: _____

Approved for transmittal to Commission:

Don Hoch, Director

APPENDIX 1
MARCH 29, 2012 SUBSTITUTE PROPOSED REQUESTED ACTION FOR
Item E-5: Possible Transfer of Fort Worden State Park-Requested Action

That the Washington State Parks and Recreation Commission:

1. Expresses its strong commitment and reaffirms its September 25, 2008 approval of the Fort Worden Long-range Plan and related planning documents to transform Fort Worden State Park into a Lifelong Learning Center (Agenda E-5). The Commission also reaffirms its previous resolution (March 2011) supporting the Fort Worden Lifelong Learning Center Public Development Authority (FWPDA) to serve as the managing entity for the Lifelong Learning Center.
2. Intends, prior to taking any final action on the best governance model to achieve the goal of Fort Worden State Park becoming a Life Long Learning Center, to provide ample opportunity for the public, stakeholders and the legislature to learn about and express their views to the Commission.
3. Recognizes that the FWPDA does not seek a transfer of the park. The Commission affirms its intention to maintain ownership of Fort Worden State Park and to ensure that Fort Worden will remain a State Park.
4. Directs the Director to designate a lead staff person to work collaboratively with the FWPDA in the development of a business plan and governance model (Plan) for the long-term management of the Lifelong Learning Center at Fort Worden State Park.
5. Agrees that State Parks will support the development of a Plan with staff support and other resources as may be mutually agreed upon.
6. Directs that the Plan and supporting materials provide information, options, and recommendations on matters related to the long-term governance of Fort Worden State Park including, but not limited to: terms regarding the scope and holdings of real and personal property; time frames; the long term sustainability of park operations, including sources of revenue, estimated revenue, as well as estimated annual operating and capital maintenance costs; potential risks and liabilities for the state, as well as potential mitigation measures; potential impacts on and transition plans for any affected state employees; ensuring the sustainability of the park in perpetuity; and contingency plans to address significant funding or other park challenges that may arise.
7. Urges the FWPDA to complete the Plan meeting the above requirements and submit it for third-party review by a mutually-agreed upon business plan consultant and OFM no later than September 1, 2012.

8. Urges the FWPDA to submit the Plan with findings and/or recommendations from the consultant and OFM, to the Commission no later than October 1, 2012. If the Plan is found to meet the above requirements and can stabilize the Park's operations and achieve sustainability the Commission shall review the report and Plan for consistency with the adopted 2008 Fort Worden Long-range Plan.
9. Subject to findings of consistency with the Fort Worden Long-range Plan, feasibility of sustainable operations and consistency with the interests of the public and State Parks system, the Commission agrees to vote no later than December 31, 2012 on its acceptance of the Plan and, if appropriate, enter into a management agreement with the FWPDA.
10. Acknowledges that it will not seek another management entity on or before December 31, 2012, unless the FWPDA abandons its efforts.

APPENDIX 2
3ESHB 2127- BUDGET PROVISIO REGARDING FORT WORDEN STATE
PARK

16 (5)The state parks and recreation commission, in cooperation with
17 the Fort Worden lifelong learning center public development authority
18 authorized under RCW 35.21.730 shall provide a report to the governor
19 and appropriate committees of the legislature no later than October 15,
20 2012, to create a lifelong learning center at Fort Worden state park.
21 This plan shall support and be based upon the Fort Worden state park
22 long-range plan adopted by the state parks and recreation commission in
23 September 2008. The report shall include a business and governance
24 plan and supporting materials that provide options and recommendations
25 on the long-term governance of Fort Worden state park, including
26 building maintenance and restoration. While the commission may
27 transfer full or partial operations to the public development authority
28 the state shall retain title to the property. The state parks and
29 recreation commission and the public development authority will agree
30 on the scope and content of the report including the business and
31 governance plan. In preparing this report the state parks and
32 recreation commission and the public development authority shall
33 provide ample opportunity for the public and stakeholders to
34 participate in the development of the business and governance plan.
35 The state parks and recreation commission shall review the report and
36 if it is consistent with the 2008 Fort Worden state park long-range
37 plan shall take action on a long-term governance and business plan no
38 later than December 31, 2012.

APPENDIX 3

MEETING NOTES FROM MEETING ON MAY 2&3, 2012

1. Primary contacts

- Washington State Parks
 - Larry Fairleigh, Assistant Director; 360-902-8642; larry.fairleigh@parks.wa.gov
- Fort Worden Lifelong Learning Center Public Development Authority
 - David Robison, Executive Director; 360-643-1770; drobison@fwpda.org
 - Emails to the Board of Directors at: board@fwpda.org

2. Ground rules for the meeting:

- Meeting attendees agreed that a mutually agreed upon set of notes would be published
- Parks directed by legislature and Commission to work collaboratively with PDA. Goal is to find a solution that works for both parties, the public and legislature.
- Both parties understand that process is under great scrutiny, transparency is important but during meeting parties need to get issues and needs on the table
- Parties may call “time out” to caucus as necessary

3. Presentation by Brian Trusty (PROS Consulting) on 2008 Management Plan

- PDA arranged for Brian to present PowerPoint from 2008 Fort Worden State Park Long Range Development Plan
- Copies of PowerPoint available on request from Srey Ryser @ srey.ryser@parks.wa.gov
- Brian - Nationwide, aspects of state parks are becoming the closest thing that government has to a pure retail business – serving consumers who have a choice in a competitive market
 - Partnership should be a realistic solution to immediate problem not a reaction to conceptual outcome
 - Best practices, agency labor costs shouldn't exceed 65% of total budget and 4-6% of total asset value (not including land value) to be reinvested annually in buildings, facilities and infrastructure

4. Presentation by Jeanine Livingston, Dave Pardy, and Terri McCullough

- Primary concern is that a fair and honest process that includes WFSE be held regardless of the outcome
- WFSE express support for 2008 Fort Worden Management Plan
- Lack of communication from State Park management to Ft. Worden employees.
- PDA should develop a list serve to notify the public about meetings and communications.
- WFSE feels that they've been excluded from communication since the PDA became involved in the Fort Worden process.
- WFSE wants more opportunity for public input at PDA meetings...three minutes at Commission meetings isn't enough.
- Fort Vancouver is an outstanding public/private partnership. WFSE subscribes to that model.
- Expressed concern about the brain storming list developed by the Ft. Worden partners.

- Shared that the Union is not out to make any transition fail, but we need to find areas of agreement as well as areas where we disagree
- Need to revisit 2008 Plan's program and services.

5. **Discussion of needs of both parties:**

State Parks Needs

- Transparent process
- Solution must work for a variety of stakeholders, including the Washington Federation of State Employees (WFSE)
- Time for adequate process related to the budget proviso, Commission action, and collective bargaining
- A solution that is acceptable to the "authorizing environment" and does not negatively impact the state park system as a whole
- Parks cannot get into an agreement that costs more money than we are currently spending at Fort Worden State Park
- Support and assistance to implement the lifelong learning center (LLLC) concept for the park
- Keep the identity of Fort Worden as a state park
- Revenue increase or cost reduction
- Assistance in the preservation of the natural, cultural and historic resources of the park
- To attract and recruit operational partners at the park that have maximum contributory value to the park and its long term success, either financial or otherwise (highest and best use of space consistent with the mission of the park)
- Assurance that the PDA has the financial capacity and staying power to take on the responsibilities ultimately approved by the Commission
- Viable business plan presented by the PDA
- Identify for all stakeholders all the existing conveyances, encumbrances, obstacles, etc. to the process
- Determine the viability and acceptability of historic preservation tax credits as a financing mechanism

PDA Needs

- Transparent process
- Develop relationship of trust among multiple stakeholders
- Delay/money is our enemy because we don't have the financial capacity to sustain a long process; must have commitment by December 31, 2012; April 1, 2013 implementation
- The Conservancy is serving the purpose of being the fundraising component of the PDA for purposes of plan implementation
- We must break-even or better financially to sustain operations and reinvest in capital facilities at the park
- Support and assistance to implement the lifelong learning center concept for the park
- Facilitate a stronger connection between the park and Port Townsend community
- To support the operational partners of the park to improve their business acumen, operational efficiencies, and business outcomes
- To efficiently attract and recruit new operational partners at the park
- Flexible management practices that allow for better efficiency, appropriate level of autonomy, and clear definition of roles and responsibilities of any potential PDA presence at the park

- Official standing at Fort Worden State Park that supports the ability to raise money through grants, donations, and public appropriations for operations and capital
- Viable business plan
- Determine the viability and acceptability of historic preservation tax credits as a financing mechanism

Challenges to the Process

- Potential lengthy process
- Poor communication
- Organized / organizing opposition
- Both parties, especially the PDA, establishing and maintaining a relationship of trust with the public
- Myth, rumor and innuendo

Challenges to the Status Quo

- State of Washington financial circumstances to support operations and capital needs at Fort Worden State Park
- Financial capacity of the PDA is dependent on a viable agreement with State Parks

6. Governance and Management Options Discussion

- This discussion was led as a review of the summary notes regarding multiple governance and management options as prepared by David Robison. Copies are available at www.fwpda.org.
- Both parties need to more clearly describe the meaning and intent of a “lifelong learning center” at Fort Worden.
- Both parties agree that investigation into the reality of bonding as a capital finance option by the PDA needs to be completed
- The leadership of the PDA has developed a greater respect for the position Parks is in and the efforts of Parks leadership to transform the agency into a more proactive standing in light of the “new normal” of operating circumstances. There is acknowledgement that the larger and bolder options may not be the best course of action at this time. Rather, the PDA discussed a “nested” approach that builds momentum while addressing current issues at the park:
 - The PDA could focus on the restoration of selected buildings
 - As recommended in the 2008 plan, the PDA believes it is critical to attract and recruit a private partner to renovate buildings 298 and 225 for the development of improved accommodations that support the park’s operational efficiency and solvency, and works to achieve the vision of the LLLC
 - The PDA’s business plan process would explore directing a portion of existing revenues at the park to be shared so the PDA could support enhanced marketing, partner recruitment, and adaptive reuse of facilities that supports the vision of the LLLC
 - Parks needs any business plan developed by the PDA to clearly identify the portion of current revenues that are required/requested
 - Parks also needs a clearly identified timeframe under which the success of any partnership with the PDA be evaluated
 - The PDA suggested it may be helpful that a range of alternatives be fleshed out that would include:
 - Continuation of the status quo
 - The suggested hybrid approach
 - One of the more involved management options

- Parks points out that infrastructure and servicing facilities enables the vision of the LLLC, but the heart of the LLLC is in the programming and experiences of visitors that may be better provided by a partner such as the PDA.

7. Discussion of Next Steps

- Independent review is needed by both the PDA and Parks to evaluate future operational realities and possible scenarios
- PDA staff recommendations for public comment and Board consideration:
 - Develop a scope for a business and management plan that evaluates two options –
 - Option 1
 - Lease options of selected undeveloped/non-renovated facilities in a phased approach for the purposes of redevelopment that supports the LLLC vision and financially sustainable operations
 - Lease of key revenue generating facilities at Fort Worden for the purposes of developing a consistent hospitality management entity pursuant to the vision of the LLLC, and to create reliable revenues to support the development of PDA’s financial capacity
 - Management of selected services at Fort Worden that support the PDA as a facilitator of the LLLC vision and a hospitality manager that could include, but not be limited to
 - Food / concession services
 - Marketing
 - Programming
 - Reservations (?)
 - Revenue and cost sharing to maintain no negative impact on the current level of state subsidy supporting the operations at Fort Worden
 - Development of new business opportunities at Fort Worden State Park that support the vision of the LLLC and creates additional revenue options
 - Option 2
 - PDA becomes a property and operations manager of the campus area of Fort Worden consistent with the vision of the LLLC
 - All aspects of Option 1 + transfer of all existing leases (management of existing leases and leaseholders)
 - Exploration of cost sharing possibilities related to maintenance of facilities and infrastructure
 - Compare / contrast the options evaluated in this business plan to the operational and management strategies outlined in the 2008 plan, including a summary of changed circumstances that may have resulted in some or all of the 2008 options as becoming obsolete
- State Parks:
 - Development of a white paper assessment by August 15, 2012, that evaluates the following:
 - Evaluate levels of service at Fort Worden State Parks, including operational projections based on available state budget data
 - Facility and infrastructure conditions and the projected ability (or inability) to address facility and infrastructure needs

- Ability to comply with the direction of the Commission to pursue the LLLC vision at Fort Worden State Park
- Inclusion of relative benchmark comparisons from other state park agencies

8. Milestone dates and opportunities for public and stakeholder comment

1. April-Mid-May..... staff discussions on various options, no decisions made, discussion designed to narrow the field of options so the Fort Worden Life Long Learning Center Public Development Authority (PDA) can focus its efforts on developing a “business and governance plan”
2. *May 15, 2012.....informational meeting with Fort Worden State Park staff and WSFE representatives
3. May 24, 2012Report agenda item to the Commission at its meeting in Yakima including an opportunity for stakeholder and public testimony. Report will include a plan for stakeholder and public input and involvement as conducted by State Parks
4. *June 7-8, 2012.....PDA completed selection of business plan consultant and conduct initial project meetings to start the business and governance plan process; public forum
5. June- August.....PDA develops proposed business and governance plan
6. August 9, 2012.....Report agenda item to the Commission at its meeting in Wenatchee including opportunity for stakeholder and public testimony.
7. *August 23, 2012.....preliminary recommendations and draft business and governance plan to be reviewed by PDA, with a presentation and discussion with Parks
8. September 1, 2012.....proposed business and governance plan due to OFM and to a mutually agreed upon third party for review
9. September 6, 2012.....Report agenda item to the Commission at its meeting in Olympia including opportunity for stakeholder and public testimony
10. *September 20, 2012.....coordination meeting with PDA and Parks; public forum to review recommendations and draft plan
11. October 1, 2012.....Proposed business and governance plan due to the Commission
12. October 25, 2012.....Report agenda item to the Commission at its meeting in Vancouver including opportunity for stakeholder and public testimony
13. December 6, 2012.....Requested Action agenda item to the Commission regarding a proposed business and governance plan for Fort Worden State Park with an opportunity for stakeholder and public testimony

*indicates tentative dates

Note: Regular PDA Board of Directors meetings are conducted on the first Wednesday of each month at 8:30 am. Meeting locations are posted at www.fwpda.org. Public comments are welcome at each meeting.

9. Regular communication expectations

- Parks management will work to provide regular and consistent information available to Fort Worden State Park staff regarding the process, progress updates, achievement of milestones, and to address concerns and considerations relative to this project.
- PDA leadership will provide project updates at www.fwpda.org, and schedule community presentations as project milestones develop.
- Regular coordination meetings between Parks management and PDA leadership will be conducted.

APPENDIX 4

FORT WORDEN PARTNERS BRAINSTORM TOPICS FOR PRESENTATION AT THE MAY 24, 2012 COMMISSION MEETING IN YAKIMA, WA.

Introduction

At the Commission Meeting on March 29th 2012, Commission Chair Joe Taller tasked Allison Alderman to work with the Fort Worden Staff, the Partners and the PDA to come up with a list of suggestions for low cost changes that could improve Fort Worden and help establish the Life Long Learning Center in the short term, prior to the transition of operational management to the PDA.

The Fort Worden Partners have developed this list of topics as part of a brainstorming exercise. We encourage staff at the Park, Partners and other stakeholders to contribute to the conversation by adding suggestions.

Brainstorming - the rules:

1. A brainstorming session is designed to generate ideas. All ideas are just that ideas - there is no good or bad. This is not the place to rant or disagree with an idea.
2. We'll close out collecting ideas on Friday, April 27, 2012.
3. Anyone can add suggestions to the document. If you want to take credit for an idea please add you name to the suggestion.
4. If you want to ask clarifying question please select the suggestion and use the Insert Comment command to ask a question. This starts a comment thread and you'll be able to track the comments.
5. In the week starting April 30th we'll start assessing the ideas based on cost, complexity, urgency and impact. Allison Alderman and I (Tim Lawson) will work out a process for this and will communicate it to staff, partners and stakeholders.
6. If you have problems entering a suggestion please email you idea to me: tim@ptwoodschoool.com

Accommodation Rates/Rental Issues

- Shoulder season rates and peak rates
- Group rates
 - Smaller group minima (8 or less)
 - Conference rates
- Weekly rates
- Flexible or no food service requirements on low end housing
- Boost availability of low cost accommodation
- Allow flexible linen service options
- Flexibility on housekeeping services
- Longer term housing plans - 6 weeks plus
- Intern housing
- Work in lieu housing
- Hotel style accommodation
- Single Room dorm rates
- Lease during the shoulder season / conventional rental during the summer
- Access to all housing (SUDS) or priority booking
- Young family accommodation and services, playground for young children
- School group services - enable promotion of camps, support for chaperones

- 24hr housekeeping and front desk services
- Hourly rental for program space
- Last minute discounted rentals for partners

Accommodation Quality

- Gathering places within dorm accommodation
- European style accommodation - shared but high quality bathrooms
- Hostel style accommodation
- More comfortable - with "*je ne sais quoi*" (aka style)
- No stained mattresses
- More ADA accommodation
- Historic interiors for all of O Row and start on NCO Row
- Internet access in all accommodations (Fort should sponsor public access points like they do at Cama Beach State Park.)
 - We need to list our priority buildings for internet access. I suggest the Fort use their assessment and prioritize buildings with the least amount of investment, for example, buildings that already have fiberoptic cable in place.
 - Dorm 225 is a priority for Goddard, others?
- Washing machines in high end accommodation (week long rentals) and dryers

Amenities/Catering

- Cable House as a pub/beer garden
- Hearth
- On site child care
- Playground
- Standard meal times - to meet capacity at the Commons
- Box lunches / bag lunches

Provision for buskers, street musicians to perform at pub

Services and shared infrastructure

- Defined shuttle service to and from Sea-Tac
- Internet access
- Improved accommodation booking and registration system (Patrons book directly with Parks and not through host organization)
- Shared master calendar for planning purposes
- Shared staff
 - AV and production staff
 - Stage setup
- Expanded volunteer program includes maintenance, grounds keeping and stewardship
- Volunteer staffed restoration projects
- Ability to embed training programs in Fort restoration and construction programs, and historical/archeological research training programs
- Shared store front? Or further utilization of visitors center store
- Shared back services for education organizations (e.g. shared ADA accessibility staff, shared academic counselors)
- Shared administrative offices building? With kitchen area, mail room, photocopiers etc.

Marketing

- Branding
- Logo
- Signage
- Events for all partners
- Clean up the 4 way sign
- Advertising
- Bureau downtown
- Website
- Social media
- Public relations
- Tours
- Speaker bureau
- Maps
- Apps
- Catalogs - quarterly
- Marketing at Events
- Sponsorships
- Packaging
- Cross marketing
- Promotions

Discover Pass

- Fort Worden - campus wide policy which can be applied to other concessionaires
 - Leaseholder staff and volunteers
 - Customers and students
 - Events

Comment:

Fundraising

- Collaborative strategic fundraising
- Operational fundraising
- Grant coordination and grant writing services
- Fundraising events

Financial/Legal

- Finalize leases of Partners with terms and conditions that allows financial investment or ability to get loans
- Bring rental rates in line with comparable rates in the city.
- Historic Tax Credits for Partner investment in restoration projects
- Any changes to the park should have no adverse impact on state employees.

Program Space

- Accelerated surplus removal - (empty out 304, 306, 308, 324 and 365) sold off to benefit Fort Worden Conservancy. Retaining valuable materials at CAM. Good stuff is salvaged and reused.
- Maintain historic designs of buildings inside and outside, including building 202.
- Emptied spaces are restored by a PWSW Preservation training scheme.
- Additional program space needed (identified Partners)

- Flexible vs. dedicated space
- flexible room set ups; not just table and chairs but furniture to create community spaces
- Administrative office spaces for programmers, common staff areas with kitchen
- Improved spaces
 - Acoustic improvement
 - Seating
 - Heating
 - Light
 - Energy efficient
 - Universal access
 - Campus wide Wi-Fi access

Idea:

October – April Pavilion as indoor tennis and climbing gym.

Issue:

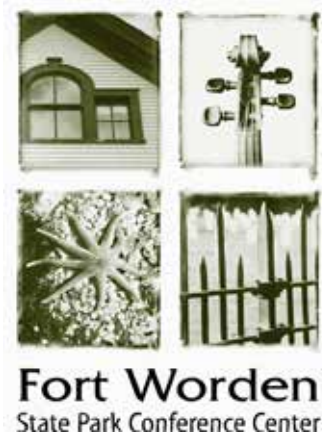
Resource conservation (energy, fuel oil, water, electric, waste) are all enormous operational costs. Fort Worden Partners and stakeholders represent a small percent of these resource consumers. Fort Worden visitors consume the largest %. How do we unite on educating / enforcing resource conservation? (And by succeeding, not only lowering bottom line operational costs of Fort Worden, but also add a brand able Life Long Learning Center model which others would come to learn about)

Idea: Flexible Program Space Pricing

Wheeler Theater is probably the most egregious example. It's "dark" a huge percentage of the year -- I'm going to guess at least 80%. But even if I'm wrong and it's 60%, that means that it's unused for approximately 200 days/evenings a year. A pricing mechanism allowing discounts to users who would reduce this gap to a more reasonable level is a win-win-win -- overall revenues will increase, new users will participate, present users will expand usage, and there will be more "life" on the campus with spillover benefits for any number of partners.

APPENDIX 5

FORT WORDEN STATE PARK STAFF SUGGESTIONS ON HOW TO IMPROVE FORT WORDEN STATE PARK



Fort Worden

State Park & Conference Center

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98368 • 360.344.4400 •
Fax: 360.385.7248 •
TDD: 360-379-9385 •
www.fortworden.net

Introduction:

At the March 29, 2012 Commission meeting, Commission Chair, Joe Taller asked that the Park Manager work with park staff, partners and the PDA to identify issues and suggestions on how to make Fort Worden State Park “better” and to provide those suggestions to the Commission at the upcoming meeting in Yakima (May 24, 2012). This list of issues/ideas/suggestions was developed and is submitted by the staff of Fort Worden State Park. This list is not inclusive of all the issues that need to be resolved but does give the reader an idea of the multiple and complex issues associated with management and operation of Fort Worden State Park and Conference Center. Additional conversations, thought and refinement is needed before many of these issues can move forward.

Issues:

- The Fort Worden Partners have stated to the PDA, media and our legislators that one reason they are pushing so hard for the PDA is the “bureaucracy and red tape associated with working with the State.” If the specific items/issues are clearly identified, we can work through the process to either alleviate the stumbling block, or find a way to compromise and make the issue workable for both their business and the business needs of the State.
- Update and enforce partner contracts. *Current project.*
- Enforce Discover Pass requirements throughout park. This is preceded by making sure partner parking spaces are known by all and that partner employees and visitors display proper voucher/tag or Discover Pass. *Current project.*
- Purchase and install update for SMS Host reservation program.
- Evaluate CMP program for costs and efficiencies. *Current project.*
- Evaluate fee schedules and submit update to Director for approval. *Current project.*
- Resolve issues identified in the audit. *Current project.*
- Fill vacant positions. We have been authorized to fill vacant positions with temporary hires and are in the process of moving forward with that. There are some concerns that the quality of the candidates will be diminished with the limitations. *Current project.*

- Have a beer garden at the Cable House. I had suggested that for 262, but actually making it into a brew pub. This is also suggested by the Partners. Implementation of this idea would come at a cost and would very likely increase law enforcement needs at the park.
- Renting the volunteer sites in volunteer village when they're not being used by partners
- Using the Upper Campground for long-term RV storage from Dec.-March when the campground is closed.
- We need to find a new vendor for, or a source for firewood sales this summer, as I believe the supply is almost gone. Last summer we used wood bundled by CAM, who split and bundled it, to sell to campers. The money goes to CAM, but has to be used for improvements in the park, if my understanding is correct.
- Seriously look at the installation of a contact station or booth where we can collect more daily Discover Pass fees.
- Reroute traffic to make Discover Pass implementation more efficient.
- Install the new iron ranger next to the bulletin board by the office.
- Upgrade inventory of merchandise for sale and maybe create a new sales area at the end of the hallway? I'm not even sure if we sell t-shirts with our parks logo, but I would think those, along with coffee cups with a Fort Worden logo would be good.
- *Reorganization of the agency* – benefits of reviewing, updating the mission statement- clarity of purpose, provide direction, having a share sense of expectations among ALL employees, sense of worth, motivated organization worthy to support and achieve higher performance.
- Mission statement should include: “What is our Business”, customers, products and service, markets, technology, concern for growth and profitability, philosophy, self- concept, concern for public image, concern for employees.
- *Performance Evaluation*- needs to be implemented from HQ HR as a valuable tool, not a formality. Performance Evaluations can be meaningful tool if goals are set and have motivation so employee finds accomplishments and rewards. HQ HR needs to follow through and close the loop when employee feedback has been listed with concerns and working with employee and supervisor on addressing those concerns. Right now the process doesn't close the loop and most concerns are not being addressed from HQ HR.
- *Having some basic functions of management:*
 - ✓ Planning - we need to prepare for the future and forecast to establish objectives and goals.
 - ✓ Organizing - design tasks and implement authority which would include job specifications and job descriptions.
 - ✓ Motivating - we need to develop a model to shape behavior. We need to encourage communication, work groups, have a sense of job satisfaction and offer career development. Developing an motivation plan that would eliminate the motto” some people work hard and others do not.”
 - ✓ Staffing - have a concern for employee safety, career development, and have job classifications that fit the unique business model and needs to Fort Worden.
 - ✓ Controlling - Fort Worden needs to implement quality control regarding all space, work on a set commission fee approved rates and implement inventory control measures.
- We need long term objectives from leadership who understands Fort Worden in order for Fort Worden to achieve in pursuing success.
- Communication - We need to implement a successful communication system that encourages those strategies in which Fort Worden will succeed. We need top down communication that encourages bottom up communication.
- A leader to me is someone who I can trust, have respect for and has great integrity.

- Receive clarity of what actual additional revenue target is, (is it indeed the PDA's quoted \$700K budget gap? Are these figures still based upon the Commission's revenue target of \$2.7M for FW and available resources required to meet goal, e.g.
 - i. Assuming no new programming from FW resident partners, what marketing efforts can be initiated to attract business;
 - a. Groups and Conferences,
 - b. F.I.T. ("Free and Independent Travelers"),
 - c. Day-use,
 - d. Internally designed and developed program offerings.
 - e. Variable pricing incentives off RACK rates.
 - f. Channel distribution through such tools as Yield Management and dynamic v. static pricing.
 - ii. Marketing efforts need to focus on improved web-site. Without budget funds to support a traditional print promotional campaign, the web is the cheapest and best way to market. Enable FW to have a web site that can compete with other resorts, conference centers or hotels. (efforts to achieve goal #3 *Purchase and install update for SMS Host reservation program*; Will be largely lost on the current parks.wa.gov/fortworden web site.
 - iii. Expanding revenue realized from transitional facilities, e.g. 272, 262
- Increase efficiencies in light of diminishing staff levels through technology by encouraging agency to quickly act upon Commission approved action to enhance and expand shared technology (Reference approved Commission Item E-3: December 2 & 3, 2009.)

"Commission will: 2..... develop and implement the park-wide integrated information system that:

 - a) includes a wireless communications system necessary to support all resident organizations and businesses;*
 - b) enables all internal and external partners to view and share all operations and financial data as a single enterprise; and*
 - c) can be scaled and adapted to incorporate future technologies that best serve organizations, businesses and guests at the Fort."*