

# Fort Worden Long Range Plan Task Force Charter 2007-09 August 10, 2007

## I. AUTHORITY

On January 11, 2007, the Washington State Parks and Recreation Commission (Commission) adopted a series of recommendations as part of the first phase of long-range planning for Fort Worden State Park (Attachment A). Adopted recommendations included a series of value statements, park land classifications, a long-term boundary, and twelve principles guiding site use and development. As part of this action, the Commission also directed staff to appoint a volunteer task force to advise the Director and Commission during the second phase of long range planning for Fort Worden.

## II. PURPOSE

The specific purpose of the Fort Worden Long Range Plan Task Force (Task Force) is to “explore and recommend alternative governance structures, assist with additional business and facility planning tasks, coordinate with existing and potential non-agency partners, and complete other tasks as assigned by the Director.”

## IV. STRUCTURE

### Task Force Members

Appointees to the Task Force will represent a mix of the public, non-profit, and private sectors and have skills and experience in public-private partnerships, governance, and organizational development. The Task Force will include representatives of the interests or organizations listed below. Organizations may appoint a member or representative of their organization as they wish.

- State Parks and Recreation Commission Member
- State Arts Commission Member or Staff
- County Commissioner/City Councilmember
- Fort Worden Advisory Committee (2)
- Experienced Former State Legislator
- Philanthropic Community
- Washington Federation of State Employees

The Task Force will by majority vote elect a chairperson and vice-chairperson for the duration the Committee’s charter.

A quorum, which will be a majority of the voting Task Force members, is required for an official meeting of the Task Force. Formulating recommendations and actions of the Task Force should use a consensus-based decision-making process. The Task Force should only use a majority vote of members present as a last resort.

The Task Force may utilize subcommittees and ad hoc committees as needed in achieving program goals. Prior to the appointment of any subcommittee, Task Force staff will be advised of its purpose, term, and membership.

#### Task Force Staff

To effectively incorporate both park-level and agency-wide perspectives in Task Force activities, staff support should include agency employees from both park and headquarters. To foster independence and objectivity of the Task Force and facilitate coordination with non-agency partners, staff support should also include a non-agency employee funded philanthropically.

Staff assigned to the Task Force includes:

- Fort Worden Area Parks Manager
- Parks Planner, Planning and Research Program
- Senior Budget Analyst, Budget and Policy
- Centrum Executive Director

#### Legal Counsel

Task Force tasks will include exploration of alternative governance and management models for Fort Worden. This may involve planning new organizational mechanisms and agreements and drafting agency-requested legislation. The agency's assigned Assistant Attorney General will provide general legal counsel for these types of activities. The agency may contract legal counsel, with specific expertise in organizational governance, under an agreement with the State Attorney General's Office.

## **V. MEMBER APPOINTMENT**

Task Force members will be appointed by and serve at the pleasure of the Director of the Washington State Parks and Recreation Commission. Vacancies on the Task Force will be filled by the Director.

## **VI. DUTIES AND RESPONSIBILITIES**

As an integral part of its work, the Task Force will have on-going duties and responsibilities. These include:

- Maintaining written notes of all Task Force meetings and subcommittee meetings

- Providing regular progress reports to the Director and Commission
- Communicating and coordinating planning activities with park staff, existing partners, and the Fort Worden Advisory Committee
- Involving the public in formulation of recommendations
- Other duties and responsibilities as agreed to by the Task Force and Director

## VI. TERM OF SERVICE

Task Force member terms will begin at the date of appointment by the Director and extend to completion of tasks outlined in Section III. This project is expected to complete no later than June 2009, with the majority of work completed by June 2008 (Attachment B). Members should expect to attend monthly meetings, with perhaps intervening sub-committee meetings, through June 2008. Between July 2008 and June 2009 the Task for will meet sporadically to follow-up on remaining long range planning issues.

## VII. TASKS

Work of the Task Force will focus on three principal tasks and preparation of deliverables as outlined below.

### *Task One: Explore and Recommend Governance and Management Structures*

Exploration of governance and management structures during the first phase of long range planning identified several structures potentially suited to development and operation of the Life Long Learning Center envisioned for Fort Worden. These included:

- ❑ State Park (i.e., status quo)
- ❑ Public non-profit corporation (e.g., Golden Gate National Park Conservancy or the Presidio Trust)
- ❑ Special purpose government or facilities district (e.g., Washington Trade and Convention Center, regional parks and recreation district)
- ❑ Public non-profit corporation and/or a philanthropic foundation (e.g., Woodland Park Zoo)
- ❑ Local Public Development Authority (PDA) in cooperation with local government (e.g., Pike Place Market, Chinatown International District)

### Governance and Management Structure

To recommend the most appropriate structure, the Task Force will first identify functions and characteristics necessary or desirable for management and development of the Life Long Learning Center concept adopted by the Commission. The Task Force will then evaluate alternative governance and management structures (as well as the existing structure) in relation to identified management functions and characteristics and determine the best fit. If necessary, the Task Force will work with legal counsel to draft agency-request legislation to authorize forming the recommended governance and management structure for Commission approval and submittal to the Governor's Office.

### Business and Operations Implementation Plan

The Task Force will prepare a business and operations plan to guide implementation of the recommended governance and management structure and broader Life Long Learning Center Concept. As part of its analysis, the Task Force will also identify administrative and financial implications on agency budgeting.

### Deliverables:

1. Business and Operations Implementation Plan that incorporates information from tasks two and three below and includes:
  - Recommended governance/management structure for Commission adoption
  - Strategy for park-wide business development
  - Strategy for development of park-wide philanthropic support
  - Strategy for park-wide program development and partner integration
  - Plan for transition of park staff and existing partners to recommended management structure
2. Draft agency-request legislation to enable recommended governance and management structure for Commission approval (if necessary)

### *Task Two: Prepare Site and Facilities-Related Plans*

The first phase of long range planning for Fort Worden identified additional facilities planning tasks necessary to implement the Life Long Learning Center concept.

### Site and Facilities Use and Development Plan

As part of its January 11, 2007 action, the Commission directed staff to continue site and facilities use and development planning, guided by the Life-Long Learning Center concept. The Task Force will work with agency staff, park partners, local government agencies, and public stakeholders to prepare a site and facilities use and development plan for Commission adoption. This plan should recommend appropriate use types for all existing park buildings (e.g., lodging, visitor services, program space, administrative and maintenance space). The plan should also recommend development of any new facilities necessary to accommodate the Life-Long Learning Center.

### Site and Facility Design Guidelines

Commensurate with Fort Worden's National Historic Landmark status, the Commission directed staff to prepare site and facility design guidelines to guide rehabilitation and development of facilities. This guidance will be especially important to protect the site's integrity as partner organizations without experience with historic properties take on rehabilitation projects. The Task Force will coordinate with State Parks staff to prepare design guidelines consistent with Commission-adopted Site and Facilities Use and Development Principles (Attachment A). In coordination with recommendations on governance and management, the Task Force will also establish a mechanism for on-going review and approval of rehabilitation proposals to ensure their consistency with adopted guidelines. The mechanism should also provide a process for update of the guidelines themselves.

### Deliverables:

1. Site and Facility Use and Development Plan for Commission adoption
2. Site and Facility Design Guidelines for Commission adoption

*Task Three: Coordinate with Existing and Potential Partners*

Achieving the vision of a Life Long Learning Center will require recruiting, selecting, and retaining well-managed, collaboration-oriented organizations with individual missions that support with and further the overall mission, vision, and values of Fort Worden.

The Task Force will work with current Fort Worden partners to align their organizational development and programs with the Park's Life Long Learning Center concept.

Based on the vision, mission and values of the park, the Task Force will also develop objectives and criteria for all future partnerships. Potential types of criteria needed to guide recruitment, selection, and retention of future partners include:

- ❑ Ability to fulfill identified program needs that further the park-wide mission and vision
- ❑ Financial stability
- ❑ Fundraising capacity and capability
- ❑ Ability to stimulate park-wide economy
- ❑ Ability to collaborate and integrate programming and administration with other partners
- ❑ Potential for organizational growth
- ❑ Ability to adapt programming capacity

Deliverables:

1. Program development and integration strategy for each partner
2. Recommended criteria for recruitment, selection, and retention of partner organizations for adoption by the Commission.

*Complete other tasks as agreed with the Director*

Other tasks may be undertaken only as agreed to by the Task Force and the Director.

**Attachment A**  
**Fort Worden Long Range Plan Task Force Work Schedule (Subject to Revision)**

<b>Date</b>	<b>Task One: Explore and Recommend Alternative Governance and Management Structures</b>	<b>Task Two: Prepare Site and Facilities-Related Plans</b>	<b>Task Three: Coordinate with Existing and Potential Partners</b>
Through July 30, 2007	Complete Task Force appointments		
July 1 through August 15, 2007	Select and contract business/organizational/whole systems planning consultant	Select and contract A/E consultant	<input type="checkbox"/> Task Force staff conducts series of meetings with existing partners to discuss integration with other partners, partner selection/retention criteria, multi-partner management structure, and partner facility needs <input type="checkbox"/> Develop ideas for criteria to guide partner recruitment, selection, retention
August 16 through November 6, 2007	Identify management characteristics desirable/necessary for operation and development of life long learning center and prepare management structure options	Prepare site and facility use and development plan options	
November 7, 2007 All-Staff/AC/Public Workshop	Present management structure options for input	Present site and facilities use and development plan options for input	Present criteria ideas for input
November 14, 2007 Commission Workshop	Present management structure options for discussion	Present site and facilities use and development plan options for discussion	Present criteria ideas for discussion
November 15, 2007 through April 15, 2008	<input type="checkbox"/> Prepare preliminary recommendations for management structure <input type="checkbox"/> Prepare supporting business/operations implementation plan	<input type="checkbox"/> Prepare preliminary recommendations for site and facilities use and development plan <input type="checkbox"/> Prepare checklist and obtain SEPA threshold determination <input type="checkbox"/> Prepare draft site and facilities design guidelines	<input type="checkbox"/> Prepare draft criteria for recruitment, selection, and retention of partners <input type="checkbox"/> Prepare program development and integration strategies for each partner organization
January 2008	Identify midpoint course corrections		

<b>Date</b>	<b>Task One: Explore and Recommend Alternative Governance and Management Structures</b>	<b>Task Two: Prepare Site and Facilities-Related Plans</b>	<b>Task Three: Coordinate with Existing and Potential Partners</b>
April 16, 2008 All-Staff/AC/Public Workshop	Present preliminary recommendations for management structure and supporting business/operations plan for input	Present preliminary recommendations for site and facilities use and development and draft design guidelines for input	Present draft recruitment, selection, and retention criteria for input
April 23, 2008 Commission Workshop	Present preliminary recommendations for management structure and supporting business/operations plan for discussion	Present preliminary recommendations for site and facilities use and development and draft design guidelines for discussion	Present draft recruitment, selection, and retention criteria for discussion
April 24 through May 30, 2008	<input type="checkbox"/> Prepare final recommendations for management structure (including draft agency-request legislation if necessary) <input type="checkbox"/> Prepare final business/operations implementation plan	<input type="checkbox"/> Prepare final site and facilities use and development recommendations <input type="checkbox"/> Prepare final site and facilities design guidelines <input type="checkbox"/> Prepare OFM predesign report	Prepare final criteria for recruitment, selection, and retention of partners
June 1, 2008	Submit Ft Worden operating budget decision package to agency Budget Office	<input type="checkbox"/> Submit Ft Worden capital budget proposal to agency Budget Office <input type="checkbox"/> Submit predesign report to OFM (June 30, 2008)	
June 13, 2008	Submit Commission agenda item		
August 7, 2008 Commission Meeting (Bellingham)	<input type="checkbox"/> Adopts recommended management structure <input type="checkbox"/> Approve agency-request legislation for recommended management structure (if necessary)	<input type="checkbox"/> Adopt site and facilities use and development recommendations <input type="checkbox"/> Adopt site and facilities design guidelines	Adopt criteria for recruitment, selection, and retention of partners
August 31, 2008	Submit agency-request legislation to Governor's Office/OFM (if necessary)		

