

*For Discussion Purposes*  
**WSCC PFD Board Strategic Planning Retreat**  
**November 5 & 6, 2013**

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Minutes

Washington State Convention Center Public Facilities District Board of Directors  
Strategic Planning Retreat  
November 5 & 6, 2013  
The Fairmont Olympic Hotel, Seattle, WA

**Tuesday, November 5, 2013, 1:00 p.m. to 5:00 p.m.**

In attendance:

Frank K. Finneran	Chairman, WSCC PFD Board of Directors
Deryl Brown-Archie	Vice-Chair, WSCC PFD Board of Directors
Rick S. Bender	Director, WSCC PFD Board of Directors
Robert Flowers	Director, WSCC PFD Board of Directors
Susana Gonzalez-Murillo	Director, WSCC PFD Board of Directors
Jerome L. Hillis	Director, WSCC PFD Board of Directors
J. Terry McLaughlin	Director, WSCC PFD Board of Directors
Craig Schafer	Director, WSCC PFD Board of Directors
Karen Wong	Director, WSCC PFD Board of Directors
Jeffrey A. Blosser	President & CEO, WSCC PFD
Linda Willanger	Vice President – Administration / A.G.M, WSCC PFD
Ed Barnes	Vice President – Operations, WSCC PFD
Chip Firth	CFO / Treasurer, WSCC PFD
Michael McQuade	Director of Sales, WSCC PFD
Krista Daniel	Director of Event Services, WSCC PFD
Marsha Rambert	Director of Marketing, WSCC PFD
Stephen Kiely	Director of Food Services / Resident Dist. Manager, ARAMARK
Dawn Wheeler	General Manager, ARAMARK
Daniel Johnson	Administrative Services Manager, WSCC PFD
Lorrie Starkweather	Assistant to the President, WSCC PFD
Kathleen Smith	Office Services Supervisors, WSCC PFD
Matthew Hendricks	Legal Counsel, Hendricks & Bennett
Tom Norwalk	President & CEO, Visit Seattle
Marco Bloemendaal	Senior Vice President, Convention Sales/Services, Visit Seattle
Rebecca Bogard	Government Affairs Consultant, Bogard & Johnson LLC
Tim Boyd	Government Affairs Sub-Contractor, The TSB Group
Fred Eoff	Financial Advisor, Public Financial Management, Inc..
Matt Griffin	Pine Street Group
Peter K. Shorett	Kidder Mathews Valuation Advisory Services
Gary Fluhrer	Foster Pepper PLLC
Joel M. Gordon	Van Ness Feldman GordonDurr
Dale Clark	Hart Crowser, Inc.

A. Chairman's Welcome

Board Chairman Frank K. Finneran welcomed attendees to the WSCC PFD Board of Directors Strategic Planning Meeting, and provided an overview of the schedule and agenda. No action is scheduled to be taken by the Board at this meeting.

Chairman Finneran introduced new Board member, Mr. Craig Schafer. Washington State Governor Jay Inslee appointed Mr. Schafer to the WSCC Board in October 2013. This Governor-appointed Board position represents the hotel industry.

Board Chairman Finneran introduced Mr. Tim Boyd. Mr. Boyd will assist with government affairs advocacy on behalf of WSCC.

Retreat attendees introduced themselves and noted their relationship to WSCC.

B. Executive Session

Chairman Finneran announced that the Board of Directors would hold an Executive Session consistent with RCW 42.30.110 (1) (b) as permitted by the Open Public Meetings Act. The purpose of the Executive Session was to consider matters related to potential real estate acquisition and development. In addition to all Board members present, attendance at the Executive Session included Mr. Blosser, Mr. Firth, Mr. Eoff, Mr. Hendricks, Mr. Griffin, Mr. Shorett, Mr. Fluhrer, Mr. Gordon, Ms. Bogard and Mr. Boyd.

The Executive Session commenced at 1:20 p.m. and lasted 40 minutes. The meeting reconvened at 2:00 p.m.

C. Expansion

Chairman Finneran led a discussion on the proposed expansion of the Convention Center. Potential real estate acquisition sites were identified, along with how each of the properties related to or would impact the expansion project.

Staff presented an overview of project delivery methods authorized by Washington State statute for major public works projects. A draft project schedule was proposed for 2014, to include the securing of staff for project management as well as moving forward with the selection process for a design firm. The 2014 schedule would also include taking steps toward completing State Environmental Policy Act (SEPA/EIS) requirements for the project.

D. Financing Options Update

Mr. Eoff presented an overview of financing options for the potential Convention Center expansion.

E. Customer Advisory Board

Mr. Blosser reported on meeting with Visit Seattle's Customer Advisory Board (CAB). The national-member Advisory Board provided feedback on expanded facility design features.

F. Tax Discussion Related to Expansion

Mr. Blosser presented an update on several tax matters that could impact funding for the expansion project. As of this time, there have been no legislative decisions or changes in the status on these tax matters.

G. Chairman Finneran presented closing remarks for the first day of the Board of Directors Strategic Planning Retreat, and thanked Board, staff and guests speakers for their contributions to an informative afternoon. Meeting concluded 4:50 p.m.

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November 5 & 6, 2013  
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**Wednesday, November 6, 2013, 08:15 a.m. to 5:00 p.m.**

In attendance:

Frank K. Finneran	Chairman, WSCC PFD Board of Directors
Deryl Brown-Archie	Vice-Chair, WSCC PFD Board of Directors
Rick S. Bender	Director, WSCC PFD Board of Directors
Robert Flowers	Director, WSCC PFD Board of Directors
Susana Gonzalez-Murillo	Director, WSCC PFD Board of Directors
Jerome L. Hillis	Director, WSCC PFD Board of Directors
J. Terry McLaughlin	Director, WSCC PFD Board of Directors
Craig Schafer	Director, WSCC PFD Board of Directors
Karen Wong	Director, WSCC PFD Board of Directors
Jeffrey A. Blosser	President & CEO, WSCC PFD
Linda Willanger	Vice President – Administration / A.G.M, WSCC PFD
Ed Barnes	Vice President – Operations, WSCC PFD
Chip Firth	CFO / Treasurer, WSCC PFD
Michael McQuade	Director of Sales, WSCC PFD
Krista Daniel	Director of Event Services, WSCC PFD
Ron Yorita	Director of Operations, WSCC PFD
Marsha Rambert	Director of Marketing, WSCC PFD
Stephen Kiely	Director of Food Services / Resident Dist. Manager, ARAMARK
Dawn Wheeler	General Manager, ARAMARK
Daniel Johnson	Administrative Services Manager, WSCC PFD
Lorrie Starkweather	Assistant to the President, WSCC PFD
Kathleen Smith	Office Services Supervisors, WSCC PFD
Matthew Hendricks	Legal Counsel, Hendricks & Bennett
Tom Norwalk	President & CEO, Visit Seattle
Marco Bloemendaal	Senior Vice President, Convention Sales/Services, Visit Seattle
Ali Daniels	Vice President, Marketing, Visit Seattle
Rebecca Bogard	Government Affairs Consultant, Bogard & Johnson LLC
Fred Eoff	Financial Advisor, Public Financial Management, Inc.
Matt Griffin	Pine Street Group
Bob Sauter	Moscone Center, San Francisco, CA
Chris Eseman	LMN Architects
Mark Reddington	LMN Architects
Shauna Decker	R.C. Hedreen Company
Dale Clark	Hart Crowser, Inc.

- A. Chairman's Welcome
1. Board Chairman Frank K. Finneran welcomed attendees to the second day of the WSCC PFD Board of Directors Strategic Planning Meeting, and provided an overview of the schedule and agenda. No action is scheduled to be taken by the Board at this meeting.
  2. The WSCC Mission Statement, the Board of Directors Values, the Staff Service Vision from the Quality Service Program (QSP), and the Staff Service Promise were taken under review by the Board of Directors during this meeting.
- B. Operating Goals Committee Report, Fiscal Year 2013 (Mr. Rick Bender, Chair)
- Committee Chair Rick Bender reviewed the Operating Goals that had been set for fiscal year 2013. Action taken on the goals met or exceeded the benchmark that had been set for these goals.
- A draft set of Operating Goals for fiscal year 2014 was presented. The Board was asked to review the 2014 goals and forward any comments to the WSCC President prior to the November 26, 2013 Board meeting. It is anticipated that the 2014 goals will be approved by the Board at their November meeting.
- C. Facility Committee Report (Mr. Jerry Hillis, Chair)
- Mr. Barnes reported that capital projects scheduled for 2013 were on track. After providing an overview of capital improvement projects underway or completed in 2013, Mr. Barnes highlighted several projects that further WSCC's commitment toward being a sustainable facility. WSCC staff continue to move forward toward "Leadership in Energy & Environmental Design" (LEED) Certification for the Convention Center.
- D. Marketing Committee Discussion (Mr. Frank K. Finneran, Interim Chair)
1. Mr. Norwalk and Mr. Bloemendaal reported on fiscal year 2014 draft metrics and Scope of Work for Visit Seattle. The draft plans include goals for the Seattle office as well as Visit Seattle satellite offices in the Midwest and Washington, DC. The sales territories for each of the three Visit Seattle sales offices will be redefined to enable staff to more effectively reach potential clients and to provide better service to existing clients.
  2. Mr. McQuade reported on the proposed Scope of Work for WSCC sales staff for fiscal year 2014. Opportunities for WSCC staff to fill the limited date and space available changes from year to year based on Visit Seattle's booking performance. Sales strategies behind the WSCC 2014 goals and objectives place an emphasis on developing new recurring business that can fill in between Visit Seattle bookings.
  3. Mr. Blosser presented an overview of the Seattle Convention Development Opportunity Fund and the funding request application process. The purpose of the fund is to ensure that expenditures of lodging tax revenues are allocated for the specific purpose of attracting convention, tradeshow, and meeting visitors to Seattle and King County, and that these events maximize hotel occupancy and Convention Center usage.
- E. Communications Plan Presentation
1. Ms. Willanger presented an overview of a proposed Communications Plan which would enable Board and staff to collaborate in setting message goals, to proactively reach WSCC's intended audiences, and to position WSCC for future successful outcomes. Key messages would be developed in support of Board Committees for Art, Government Affairs, Finance, Expansion, Facility, Marketing, Outreach, and Goals, as well as for the staff Benefits Committee which is overseen by the Board of Directors.
  2. As a part of the Communications Plan, a Request for Proposals (RFP) was issued for Website Design. Proposals have been submitted and are under review. It is anticipated that redevelopment of the WSCC website will be completed in early 2014.

F. 9th and Stewart Project

Representatives from R.C. Hedreen Company and LMN Architects presented an overview of the mixed-use development project planned at 9th Avenue and Stewart Street. The Hedreen Company is proposing to build a 41-story tower that would include 1,680 hotel rooms, over 45,000 square feet of ground-floor retail space, and up to 160 units of affordable housing. The Seattle Greyhound Bus Station currently occupying the site will move to a location south of downtown Seattle.

G. A lunch break commenced at 12:00 p.m. Mr. Bob Sauter, Facility Manager / AGM of the Moscone Center in San Francisco joined the meeting as guest speaker during the lunch hour. The meeting reconvened at 1:00 p.m.

H. WSCC Human Resources – New Programs

1. Mr. Blosser provided an update on the WSCC wellness policy established in support of employee health. All employees of WSCC are welcome to participate in the wellness program, which offers opportunities for employees to optimize their health and well-being.
2. With the aid of a consultant, WSCC performed a comprehensive assessment of non-represented employee wages that included a market analysis of salary structure. As a result, the overall pay scale for a number of positions was adjusted to meet competitive market levels. Going forward, non-represented employees will continue to receive review appraisals twice a year. Each employee's overall performance and salary level relative to their position responsibilities will be assessed annually to determine if a salary increase is warranted.

I. Finance Committee Report (Mr. Bob Flowers, Chair)

1. An independent accountability audit of WSCC PFD was performed by the Washington State Auditor's Office for the period January 1, 2012 through December 31, 2012. There were no audit findings reported.
2. WSCC has engaged the law firm Hillis Clark Martin & Peterson P.S. to perform certain legal tasks on behalf of the Convention Center. Having removed himself from involvement in these legal matters, Board member Mr. Jerry Hillis has provided WSCC with a non-conflict of interest letter for the record.
3. Mr. Firth presented the WSCC proposed Operating Budget for fiscal year 2014.

J. Expansion Committee Report (Mr. Frank K. Finneran, Chair)

Chairman Finneran provided an overview of next steps for staff in moving forward with the proposed expansion project. As part of the discussion, Board members contributed ideas for the project that could provide benefits to the downtown Seattle community.

K. Committee Highlights

Board Committee Chairs presented committee goals and objectives for fiscal year 2014, along with an action plan for achieving their objectives.

1. Outreach Committee – Ms. Susana Gonzalez-Murillo, Chair
2. Art Committee – Ms. Karen Wong, Chair
3. Government Affairs Committee – Ms. Deryl Brown-Archie, Chair
4. Benefits Committee – Mr. J. Terry McLaughlin, Benefits Liaison

L. Chairman's Wrap-Up Discussion (Mr. Frank K. Finneran)

1. The Chairman thanked Board members for their contributions and requested that suggestions or comments regarding the retreat be forwarded to Mr. Blosser.
2. A draft schedule of 2014 Board meeting dates was distributed to the Board for review. Board members will be asked to approve a meeting schedule for 2014 at the November 26, 2013 Board meeting.