

**WSSC PFD Board Strategic Planning Retreat
November 1 - 2, 2016**

Meeting Notes

Washington State Convention Center Public Facilities District
Board of Directors Strategic Planning Retreat
November 1 – 2, 2016
Seattle Marriott Waterfront Hotel

Tuesday, November 1, 2016, 1:00 p.m. to 5:00 p.m.

In attendance:

Frank K. Finneran	Chairman, WSSC PFD Board of Directors
Deryl Brown-Archie	Vice-Chair, WSSC PFD Board of Directors
Robert Flowers	Director, WSSC PFD Board of Directors
Susana Gonzalez-Murillo	Director, WSSC PFD Board of Directors
Nicole Grant	Director, WSSC PFD Board of Directors
Jerome L. Hillis	Director, WSSC PFD Board of Directors
J. Terry McLaughlin	Director, WSSC PFD Board of Directors
Craig Schafer	Director, WSSC PFD Board of Directors
Karen Wong	Director, WSSC PFD Board of Directors
Jeffrey A. Blosser	President & CEO, WSSC PFD
Linda Willanger	Vice President – Administration / A.G.M, WSSC PFD
Ed Barnes	Vice President – Operations, WSSC PFD
Chip Firth	CFO / Treasurer, WSSC PFD
Michael McQuade	Director of Sales, WSSC PFD
Ron Yorita	Director of Operations, WSSC PFD
Krista Daniel	Director of Event Services, WSSC PFD
Paul Smith	Director of Information Systems, WSSC PFD
Brian McFadin	Executive General Manager, ARAMARK
Keith Hedrick	General Manager, ARAMARK
Daniel Johnson	Administrative Services Manager, WSSC PFD
Lorrie Starkweather	Assistant to the President, WSSC PFD
Brad Kolodzaike	Project Manager, WSSC PFD
Michael Murphy	Project Coordinator, WSSC PFD
Matthew Hendricks	Legal Counsel, Hendricks & Bennett
Rebecca Bogard	Government Affairs Consultant, Bogard & Johnson LLC
Fred Eoff	Financial Consultant, Public Financial Management, LLC
Tom Norwalk	President & CEO, Visit Seattle
Rob Hampton	Senior Vice President, Convention Sales & Services, Visit Seattle
David Blandford	Vice President of Communications, Visit Seattle
Kelly Saling	Director of Sales, Visit Seattle
Patrick Smyton	Senior Director - Convention Strategy, Visit Seattle
Kris Cromwell	Vice President – Finance, Visit Seattle
Matt Griffin	Pine Street Group
Matt Rosauer	Pine Street Group

Jane Lewis	Pine Street Group
Arneta Libby	Pine Street Group
Chris Eseman	LMN Architects
Mark Reddington	LMN Architects
Lori Naig	LMN Architects
Kelly Berry	Seattle Marriott Waterfront – Audio Visual Services
Abby Lawlor	Unite HERE Local 8
Jim Castanes	LID I-5
John Feit	LID I-5
Scott Bonjukian	LID I-5
Liz Dunn	LID I-5
Bruno Lambert	LID I-5

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. The Chairman reminded the group that as a quorum of Directors were in attendance, the meeting is considered a “special meeting” under the Open Public Meetings Act. Retreat attendees introduced themselves and noted their relationship to WSCC.

B. Addition Development Update: LMN Architects

Mr. Eseman, Mr. Reddington, and Ms. Naig were in attendance representing LMN Architects.

Mr. Reddington introduced the Project Team which consists of the Owners Development Manager (Pine Street Group), the Design Team, and the Contractors. Information was provided on the project goals, program update, and the urban context. Mr. Reddington advised that design development is nearing completion, and spoke to the exterior design component, in particular building massing and materials, and the co-development. A presentation was shown regarding the interior design approach to include warmth/materials and craft/light, mixing zone/registration, exhibition hall, flex hall, hill climb, meetings rooms/signature meeting and ballroom. LMN then showed a ‘virtual walk-through’ of the spaces.

Chairman Finneran commented that in the early stages, a significant amount of time was spent viewing and comparing other centers, and we determined the need for attendees to be able to sit down, plug in, work/catch-up/talk throughout the building. There are a lot of spaces in this current design to provide this. Chairman Finneran reiterated that the team was tasked with focusing on four or five areas, being very careful to avoid the black box syndrome, and it was very important to bring the light inside. The 60,000 sq. ft. ballroom, the hill climb feature, the uniqueness of the terrace, the mixing zone, are all part of the special approach the team was tasked with creating.

The model of the proposed facility was on display in the meeting room. The LMN team provided a “tour” of the model and responded to questions.

C. Addition Overview

Chairman Finneran asked Pine Street Group to provide a progress report on the Addition Project. Mr. Griffin advised that with regards to the schedule, the key piece is the start date for construction (expected to be in September 2017), and completion in three years. He provided an update on the critical path, the entitlements and the land (CPS property and the WSDOT

property). Mr. Griffin provided an explanation on the street/alley vacations process, and the requirement of a public benefits package.

On the budget, Mr. Griffin advised that the City is currently experiencing a crazy construction market, and that the market is quite active. The Addition Committee, with the Board's approval increased the Addition budget to a maximum allowable amount of \$900 million.

Mr. Griffin stated that following a discussion with Chairman Finneran and Mr. Schafer, it was determined that the hotel room tax revenue is almost 50% below PKF's projected rates. Pine Street Group will review projections as it relates to the Addition financing.

Mr. Griffin advised that the GC/CM team of Clark-Lewis are on board and have been working with PSG and LMN on the project, and have outreach activities in the works. The Addition Committee continues to discuss co-development options for the proposed co-development project. Mr. Griffin provided a brief summary of proposed plans for an office tower and an apartment/condominium tower. He advised that it will take approximately 3 years to build the additional facility and then the co-developers come into play. In the interim, PSG will start to populate the website with design drawings and updated information.

Mr. Rosauer spoke on the quality of the project. He advised that once construction begins, the team is expected to be very large, requiring offices and housing for contractors. Discussion took place regarding potential use of Convention Center space for offices, in particular the former Administrative Offices on Level 5. Mr. Rosauer advised there could be a parking issue, with the construction teams utilizing the existing empty spaces in the garages, but working to find a solution for when the WSCC event schedule requires these parking spaces.

Mr. Rosauer reported, on behalf of Jane Lewis, on the Addition Outreach component. Outreach continues to be an important part of the project, and PSG is working hard to market the program as transparently as possible to as many communities to ensure that the information spreads equally and that everybody knows about this project and has an opportunity to participate. The general contractor, Clark-Lewis understands how important this is, and will be providing reports to the Outreach Committee. Clark-Lewis has had several outreach events since coming onboard, with the average participation between 80 to 100 people.

Mr. Rosauer advised that negotiations on the Project Labor Agreement are continuing with the building trades.

Mr. Griffin advised that the risk list continues to be monitored on a regular basis.

D. Lid I-5 Campaign Presentation:

Mr. Scott Bonjukian and Mr. John Feit advised that the Lid I-5 Campaign is a group of volunteer Seattle residents advancing the concept of lidding Interstate 5 citywide for parks, schools, affordable housing, and other public uses over the next 20 years. They provided a presentation with conceptual renderings showing a possible tie in to the WSCC Addition Project, and perceived current and future benefits to the Washington State Convention Center. Examples of lid studies conducted in Atlanta, Washington DC, and Philadelphia were provided, as well as a list of benefits to the community and environment. The campaigns next steps are to continue to work with stakeholders to show the value of lidding I-5, and to work with WSDOT, SDOT, and OPCD.

Chairman Finneran and the Directors thanked Mr. Bunjukian and Mr. Feit for the introduction to the Lid I-5 Campaign.

- E. Chairman Finneran presented closing remarks for the first day of the Board of Directors Strategic Planning Retreat, and thanked Board, staff, contractors and guest speakers for their contributions to an informative afternoon. Meeting concluded at 4:40 p.m.

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Meeting Notes

Washington State Convention Center Public Facilities District
Board of Directors Strategic Planning Retreat
November 1 – 2, 2016
Seattle Marriott Waterfront Hotel

Wednesday, November 2, 2016, 8:00 a.m. to 4:30 p.m.

In attendance:

Frank K. Finneran	Chairman, WSCC PFD Board of Directors
Deryl Brown-Archie	Vice-Chair, 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
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Ed Barnes	Vice President – Operations, WSCC PFD
Chip Firth	CFO / Treasurer, WSCC PFD
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Krista Daniel	Director of Event Services, WSCC PFD
Paul Smith	Director of Information Systems, WSCC PFD
Brian McFadin	Executive General Manager, ARAMARK
Keith Hedrick	General Manager, ARAMARK
Daniel Johnson	Administrative Services Manager, WSCC PFD
Lorrie Starkweather	Assistant to the President, WSCC PFD
Bradley Kolodzaike	Project Manager, WSCC
Michael Murphy	Project Coordinator, WSCC
Tamara Mc Donald	Communication Specialist, WSCC
Matthew Hendricks	Legal Counsel, Hendricks & Bennett
Tom Norwalk	President & CEO, Visit Seattle
Rob Hampton	Senior Vice President, Convention Sales & Services, Visit Seattle
David Blandford	Vice President of Communications, Visit Seattle
Ali Daniels	Vice President of Marketing, Visit Seattle
Kris Cromwell	Vice President of Finance, Visit Seattle
Kelly Saling	Director of Sales, Visit Seattle
Patrick Smyton	Sr. Director – Convention Strategy, Visit Seattle
Fred Eoff	Financial Analyst, Public Financial Management, Inc.
Rebecca Bogard	Government Affairs Consultant, Bogard & Johnson LLC
Matt Griffin	Pine Street Group
Kathleen Joncas	Deputy Mayor, City of Seattle

A. Chairman's Welcome

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. Mr. Finneran advised the Directors and attendees that an Executive Session will take place this afternoon, with potential action to follow. Since the agenda for the November Board meeting is slated to be very lengthy, some of the reports normally provided at the meeting will be contained in the consent agenda.

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, with no changes recommended.

B. Operating Goals Committee Report (Mr. J. Terry McLaughlin, Chair)

Review 2016 Operating Goal Performance:

Committee Chair Terry McLaughlin reported that action taken on 2016 Operating Goals to date met or exceeded the benchmark that had been set for these goals. Finalization of the 2016 Operating Goals to occur upon the closing of the year end financials in January and will be brought before the Board for approval at the January board meeting.

Mr. McLaughlin reported that the Operating Goals Committee was of the consensus that the reporting process had become too cumbersome for staff and the Committee had requested the report be modified, to be more succinct to streamline the process. The revised format is now 4 pages from 40. If the Directors wish more detail, this can be provided. Mr. Blosser provided a review of the 2016 Operating Goals to date.

Preview of Draft 2017 Operating Goals:

A draft set of Operating Goals for 2017 was included in the Board packets for review. Mr. McLaughlin advised that the current goals have been largely operational-focused, and the Committee felt that going forward, the Board should be given goals with particular focus year to year and being as succinct and clear as possible to show Board goals and Operational goals. The first Board goal for 2017 is the Addition Project, with the Board to be focused primarily during this 2017 year on getting the details right, getting the project on course, focusing Board meeting to Board meeting, report from report, on making sure that that Addition Project is on time, on schedule, getting done when it needs to get done. The second Board goal for 2017 focuses on the outreach side of the huge homeless problem and the significant role this Board should play as our business is immediately affected by it, and the importance of the Convention Center's role civically to focus on doing whatever we can to improve the homeless situation in our town.

The remaining Staff goals are much more operational in focus and equally important to the success of the Convention Center. Mr. McLaughlin requested Mr. Blosser review the proposed 2017 Operating Goals with the Board. Mr. Blosser advised that the proposed 2017 goals have been separated out, as Mr. McLaughlin mentioned, with 2 goals for the Board and 9 goals for Staff. Staff will actively participate with the Board on the Board goals. The Staff goals contain the financial goals as established by the Board and the approved 2017 year operating budget; the 2017 operating capital improvement projects within the Board approved time frame and budget; working in concert with the Outreach Committee to support the 9 Board committees ongoing communication needs and implement their messaging strategies to ensure alignment, accuracy,

timeliness and consistent messages across all of the different areas of sales, marketing, outreach, Addition, PFD activities, art, and community to achieve and continue WSCC positive image; working with the Marketing Committee to achieve desired outcomes related to Visit Seattle's scope of work including sales goals and WSCC's facility revenue goals; working with the Marketing Committee to achieve desired WSCC sales, marketing and communication goals; working with the Art Committee to support the work of the WSCC Art Foundation to grow and strengthen the WSCC collection and Art Foundation operations, and support the Addition art program by working with consultants, artists, and art supporters as needed or directed to help carry out the approved Addition art program and strategy; working with the Government Affairs Committee to achieve the desired support, outreach, messaging and lobbying efforts for creating a positive environment with both state and local governments to secure favorable actions for WSCC operations and approvals needed to execute Addition Project key decisions; continue efforts to optimize business performance through the implementation of updated standards, performance reviews and job expectations of all departments, along with the creation and implementation of the 2017 Employee Engagement Plan's activities; Staff, working with the Facility and Marketing Committees will manage the activities of the re-naming and branding work with the new contractor so as to create the new Convention Center brand, potential new name, building names, logos, and appropriate roll-out process for all necessary marketing and promotion avenues to properly market, message, sell and engage with customers and stakeholders of the new Convention Center product by end of 2017.

The proposed 2017 Operating Goals will be brought to the Board for approval at the regular board meeting in November.

C. Facility Committee Report (Mr. Jerry Hillis, Chair)

Review of Unrestricted Reserve Projects:

Mr. Barnes reported on the status of the 2016 Unrestricted Reserve Capital Projects. After providing an overview of capital improvement projects underway or completed in 2016, Mr. Hillis emphasized the need to keep the existing facility in top-notch condition. The ongoing maintenance and upgrades to keep the building looking good come with an associated cost. Ed Barnes and his staff have done a great job with the facility. Mr. Barnes provided a brief overview of the draft 2017 Capital Project List and budget.

Pike Street Sidewalk and 8th Avenue Tunnel Update

Mr. Barnes provided an update on the Pike Street Sidewalk project and the 8th Avenue Tunnel update, along with a brief slideshow of project photos.

Level 1 Vacant Retail Conversion:

Mr. Barnes presented concept photos and background of the project for general comment from the Board. Design options will be presented to Facility Committee for approval at a future date. No architect has been selected at this time.

Room 206 Conversion to Sales Studio:

Mr. Barnes presented concept photos and background of the project for general comment of the Board. Design options will be presented to Facility Committee for approval at a future date. EHS has been selected to assist with design.

Branding & Naming Study:

Mr. Blosser provided a project update on the branding and naming (visual identity). The work with GreenRubino and the Facility Committee and staff concluded in March 2016. An RFQ for

Visual Identity was issued in April and after interviews with the finalists, Hornell Anderson was selected as the apparent successful submitter. Currently, Hornell Anderson's team is working to respond to the draft scope of work and to develop pricing for WSCC. WSCC anticipates this to be completed for review in December. The Facility Committee anticipates work to begin with Hornell Anderson at the start of 2017.

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

Property & Liability Insurance:

Mr. Flowers advised that each year WSCC goes through the process to review the property & liability insurance for the Center. Staff is reviewing information from Alliant Insurance Services, Inc., and will provide the Finance Committee with their recommendation.

State Auditor – Update:

Mr. Flowers advised that the State Auditors are currently performing an independent accountability audit of WSCC PFD in accordance with provisions of Chapter 43.09 RCW, for the period January 1, 2015 through December 31, 2015.

Proposed Operating Budget for Fiscal Year 2017:

Mr. Blosser presented the WSCC proposed Operating Budget for 2017. Due to possible extenuating circumstances, the draft budget as presented may need revision prior to the final approval of the Board at the November or December Board meeting. A meeting of the Finance Committee is to be scheduled.

E. Marketing Committee Report (Mr. Craig Schafer, Chair)

Introduction of the WSCC & Visit Seattle Sales Teams

Mr. Norwalk reported that one of the highlights of 2016, which has been growing over the past couple of years, is the sales teams for WSCC and Visit Seattle. Ms. Saling introduced the Visit Seattle sales team: Troy Anderson, Sue Yoo, Emily Gooding-Day, Alison Lafollette, Kireem Swinton, Anita Cerana, Kelly Pfeiffer, Charles Pinckney, Anne Cleveland, Joan Magnano-Damm, Susan Hutton and Steffan Brown. Mr. McQuade introduced the WSCC sales team: Pei-Hua Yen-Roy, Dennis Galloway, Bruce Gyger., Susan Newcomb, Emily Hoyt and Brent Grant. Mr. Norwalk advised that this joint team is a highlight of multiple years of work between the Center and Visit Seattle on alignment of teams, how we work together, how we structure them together, how we will be ready to fill the new building when we break ground in 2017. Mr. Norwalk introduced Patrick Smyton, Sr. Director – Convention Strategy, who is the middle of all of our booking decisions that we're making and has been a great addition to the WSCC/Visit Seattle teams.

Visit Seattle 2016 Highlights

Mr. Norwalk provided an updated on the 2016 highlights for Visit Seattle, including Clipper Round the World; Inbound Travel/Tourism Development; Outbound Travel/Tourism Development; International Websites & Consumer Guides; the Hyatt Regency Seattle announcement of the Q3 2018 opening of the new hotel situated close to the Addition site; Unsanctioned Encampments; 2016 PR Highlights; 2016 Marketing Highlights; Dynamic Pricing Strategy; 2016 Convention Sales Highlights; 2016 Convention Services Highlights; and a summary of 2017 WSCC Business.

Visit Seattle 2017 Metrics & Scope of Work and Goals:

Mr. Norwalk reported on 2017 draft metrics and Scope of Work for Visit Seattle. Mr. Blosser and Mr. Norwalk both spoke to the bundled goals between WSCC and Visit Seattle which will continue

with a full team effort in 2017 and future years. Discussion occurred regarding the new strategies being deployed by Visit Seattle, in cooperation with WSCC, and the anticipated increased results.

WSCC Sales Goals & Strategies:

Mr. McQuade reported on the proposed Scope of Work for WSCC sales staff for fiscal year 2017, and looks forward to the continued efforts of the WSCC and Visit Seattle sales teams as the new strategies continue to be implemented.

WSCC Marketing Strategies:

Ms. Willanger reported on the WSCC Marketing and Communications Plan for fiscal year 2017, and looks forward to supporting the sales teams of WSCC and Visit Seattle, as well as Pine Street Group's endeavors to further the Addition project with the supporting information, data and messages as needed and in conjunction with Visit Seattle to assure continuity of messaging.

Addition Marketing and Sales Draft Blueprint:

Mr. Blosser advised that the 5-year Strategic Blueprint for Sales & Marketing encompasses the focus of most work for WSCC and Visit Seattle teams.

- F. A lunch break commenced at 12:15 p.m. A presentation was provided by City of Seattle Deputy Mayor Kate Joncas. Ms. Joncas spoke to the topics of safety & security, homelessness issues, and updates on Bertha, the waterfront, and other topics.

G. Executive Session:

The Chairman announced that the Board of Directors would hold an Executive Session to discuss a legal matter with legal counsel consistent with RCW 42.30.110 (1) (i) as permitted by the Open Public Meetings Act, for fifteen (15) minutes. The Executive Session commenced at 1:30 p.m. In addition to the Board members (Finneran, Brown-Archie, Flowers, Hillis, Wong, McLaughlin, Schafer), attendance at the Executive Session included Mr. Blosser, Mr. Hendricks, Mr. Murphy and Mr. Griffin. Board members Grant and Gonzalez-Murillo were not in attendance. At 1:45 pm, Mr. Hendricks advised that a further ten (10) minutes was required. The executive session ended at 1:55 p.m. and the open meeting reconvened.

Upon reconvening the meeting, the Chairman requested a motion to approve the settlement agreement with Seattle Theatre Group regarding the Addition Project. Mr. Hillis made a motion to approve the settlement agreement with Seattle Theatre Group. Ms. Brown-Archie seconded, and the motion was carried by the unanimous affirmative vote of all Directors present (Finneran, Brown-Archie, Hillis, Flowers, Schafer, Wong, McLaughlin). Two Directors were absent (Gonzalez-Murillo, Grant).

H. Government Affairs Committee Report (Deryl Brown-Archie, Chair)

Ms. Brown-Archie reported on the 2016 highlights and activities for the Government Affairs Committee. Mr. Blosser, Mr. Norwalk and Ms. Bogard testified in Olympia regarding the Nexus Bill, and language was changed to exempt out of town exhibitors attending tradeshows from B&O taxes 1 time per year. The Committee continues to monitor the activity of the Washington Department of Commerce regarding their review of the Addition Project. Ms. Brown-Archie attended the Annual Conference of the Association of Washington State Public Facilities Districts in Spokane in May. The AWSPFD bill was not passed in the last legislative session. Loitering issues in the Center were reviewed with Mr. Hendricks, WSCC General Counsel, as to WSCC

policy/procedures pertaining to public spaces within WSCC, to ascertain if WSCC could minimize the impact of people remaining in these public areas. It was determined that without specific power to regulate its public spaces, the Center could not create regulations more stringent than that of Washington State laws or King County or City of Seattle regarding use of the space. Several phone meetings occurred in September and October on the homeless encampment discussion regarding City Council legislation. WSCC joined with 22 other businesses, neighborhood associations and partners encouraging non-passage of the proposed legislation and allowing the Mayor's Taskforce plan to go forward. The legislation is on hold until after the City passes its budget. 2017 will bring more discussions on the homeless encampment issues, support to King County committees & Council on the sale of the CPS site, and discussion on deferred sales tax on construction if monies are needed for the Addition Project.

I. Committee Highlights

Board Committee Chairs presented committee provided highlights of 2016 scope of work/goals.

Outreach Committee (Ms. Susana Gonzalez-Murillo, Chair)

Ms. Gonzalez-Murillo reported on the 2016 highlights for the Outreach Committee.

1. 2016 Goal #1 - Sustain a positive image for WSCC and develop a community connection through the organizational outreach objectives of community, inclusion, marketplace and staff: Continued development with Pine Street Group diversity outreach and public affairs, alignment of messages with Visit Seattle public relations and facility outreach communications. Ms. Gonzalez-Murillo joined other Board members, Mr. Blosser, Mr. McQuade, Visit Seattle, Pine Street Group, and LMN Architects in attending Washington, DC for *Springtime in the Park* to talk with clients about the Addition. Ms. Gonzalez-Murillo was interviewed in a video about the WSCC philosophy of diversity and inclusion and the importance for construction contracting of the new Addition. A list was provided of activities that engage with the neighborhood and community demonstrating WSCC's ongoing commitment that benefits our community. WSCC Sales continues to receive repeat booking requests to welcome back diverse community events to host events at the Convention Center. The Outreach Committee assisted in development of primary communication messages to be sent and reinforced through ongoing communications and aligned with other Board initiatives. WSCC goods & services procurement through Q3 is posted for MWBE utilization with total MWBE 8.3%, MBE 4.7%, and WBE 3.6%. During the third quarter, the number of purchasing transactions involving MWBE suppliers totaled 104, spread across nine minority-owned and nine women-owned businesses. Waste diversion through Q3 is holding strong at 73%. Food donations to charities through Q3 are at 4,797 pounds.
2. 2016 Goal #2 – Create aspirational goals for expansion with MWBE vendors and suppliers and establish responsibilities with Pine Street Group to manage the process and goal achievement: As reported at the November 24, 2015 Board meeting, under the Addition Project Outreach Goals, Mr. Finneran advised that the Outreach Committee had sent the Addition Committee a recommendation of MWBE goals for the Addition Project to consider. The goal for LMN Architects is 17% and goal for the GC/CM (formerly Skanska-Hunt / now Clark-Lewis) is 8% / \$55-\$65 million. The Addition Committee reviewed these outreach goals and agreed with the Outreach Committee's recommendation for Addition Project goals. Ms. Gonzalez-Murillo made a motion to approve the outreach goals for the Addition Project; LMN Architects 17%, and GC/CM 8% / \$55-\$65 million. Ms. Brown-Archie seconded and the motion was carried by the unanimous affirmative vote of all the Directors present. The Outreach Committee has not met again with Pine Street Group since November 2015 for an update. Clark-Lewis, the Addition Project general contractor, held an Outreach event at WSCC for subcontractors on September 29.

3. 2016 Goal #3 - Create awareness for the Addition Project within the marketplace of downtown public/private development business leaders to capitalize on potential civic benefit opportunities for the destination and future clients. Such outreach to be coordinated through Pine Street Group. The Addition Project model was displayed at the Chamber of Commerce annual luncheon meeting on September 30th. Pine Street Group and WSCC staffs were on hand to talk to attendees about the project.

Art Committee (Ms. Karen Wong, Chair)

Ms. Wong provided a look back at the 2016 highlights for the Art Committee.

1. 2016 Goal #1 - Support the work of the WSCC Art Foundation: 2016 was a busy meeting year for the Art Foundation as they embarked on the development of a strategic plan and marketing plan. Meetings with staff occurred in May, June, July, September, and October and will meet in November to establish the mission, vision and process for adding Foundation Directors. This work will continue into 2017. WSCC Staff led the campaign communications for a second year of GiveBIG messaging – detailing a brief history of the Center’s art program, describing the relationship between the Art Foundation and the Convention Center, and providing supporting financials and statement of 501(c)(3) nonprofit status.
2. 2016 Goal #2 – WSCC Art Committee: Communicate art program features and exhibits to inform and connect with existing stakeholders. The Art Committee met October 19th to provide an overview of the work to Nicole Grant, newest member of the Committee. Staff and art advisors juried Rotating Art exhibitions into 2019 with a competitive set of submissions for our Level 2 Rotating Art program. WSCC art program features are posted to the website for new artworks, facility signage, STQRY and employee news.
3. 2016 Goal #3 – Work with the Spokane & Kennewick convention centers, complete logistics for WSCC-produced *HARVEST*-themed exhibition: Exhibition completed and received excellent reviews. Show has completed the tour to Spokane and Kennewick.
4. 2016 Goal #4 – Carry out on-going WSCC artworks collection management responsibilities: Rotating art shows selected through 2019. Completed reference information for each major artwork in the WSCC collection. Working with Arts WA, examined the need for conservation measures for *Seattle George* (Simpson). Working with ArtsWA to review maintenance /repair completed for *Lebeg* motor – Ann Gardner’s glass mosaic sculpture installed in 2001. Working with Art Advisor, Peggy Weiss, on sustainable transfer of deaccessioned *BuzzWord* art work for a potential siting at Harborview. This work is currently in storage at WSCC awaiting a future date to deliver the work for the reinstallation of a tall art box for future display.

Ms. Wong stated that goals/plans for 2017 include continued support for the Art Foundation, communicate art program features, refresh the Gallerias, develop a new WSCC exhibition for installation in Q4 2017 / Q1 2018, and support of the Addition program as needed.

Benefits Committee (J. Terry McLaughlin, Benefits Liaison)

Mr. McLaughlin advised that the role of the Benefits Liaison is to oversee the staff’s activities in the development and maintenance of a staff benefits program. The Benefits Committee has met quarterly. At the October 13 meeting, discussion was held regarding the health benefits renewal for 2017 for non-represented employees. The Association of Washington Cities (AWC) has informed us that our plans will be subject to the following rate increases: Regence 4.5% and Group Health 1.2%. There will be no increase in the dental, vision, and life insurance. The AWC rate for 2017 is a blended 3.7% increase. This is a good rate for WSCC and helps to remind us that as a smaller public facilities district, we are able to receive substantial savings by participating in the larger ACW pool. The Committee reviewed the current employee contribution structure and proposes moving from a flat rate to a percentage-based model for employee dependent

coverages. This change sets a system in which employees proportionately share in rate fluctuations.

J. Employee Recognition “Draft” Program

Mr. Blosser reported that following on Resolution 2016-3 which was adopted by the Board on January 26, 2016, in which the Board unanimously approved the establishment of an employee recognition program, the program is being presented to the Board for review at this Retreat meeting. Work has been accomplished to develop the program, parameters, timeline, awards and rewards for recognition. Per Resolution 2016-3, the President/CEO will request funding to support this program during the annual budget process subject to approval by the Board. Decisions on structure and program details will be within the approved budget amounts and approved by the President/CEO. With Board approval for the budget, the President/CEO will direct staff to finalize the project including: Develop the recognition tools, create employee database for the various recognition channels, create the training materials, print and assemble all the collateral, and schedule roll-out of the training for management and staff.

Mr. Blosser reiterated that this is not a ‘reward’ program relative to a bonus, but a ‘recognition’ program to thank employees and recognize behavior going above & beyond. Mr. Hendricks has reviewed the program to ensure it meets audit standards. Ms. Willanger provided some history on the current Quality Service Program (QSP) and its development following the Disney standards. Currently WSCC has about 225 employees; of those, just over 45% have been with us 10 years, and 15% of our workforce has been serving at WSCC for 20 years. WSCC has a very good legacy for long-term employees with very low turnover. Full details of the evaluation process leading to this program’s development are contained in the Recognition Program document. The Executive team looks forward to the implementation of this program in 2017.

K. Chairman’s Wrap-Up Discussion

Committee Structure for 2017

The Chairman is proposing that the structure of the WSCC Board Committees for 2017 remain as is, with Ms. Gonzalez-Murillo assuming the position of Chair of the Art Committee.

Discussion of Retreat Issues and Strategies:

The Chairman thanked Board members for their contributions and requested that suggestions or comments regarding the retreat be forwarded to Mr. Blosser. A questionnaire/evaluation form was distributed to the Board members for feedback.

2017 Board Meeting Dates

A draft schedule of 2017 Board meeting dates was distributed to the Board for review. Board members will be asked to approve a meeting schedule for 2017 at the Regular November 22, 2016 Board meeting.

L. Adjournment

The meeting was adjourned at 3:45 p.m.