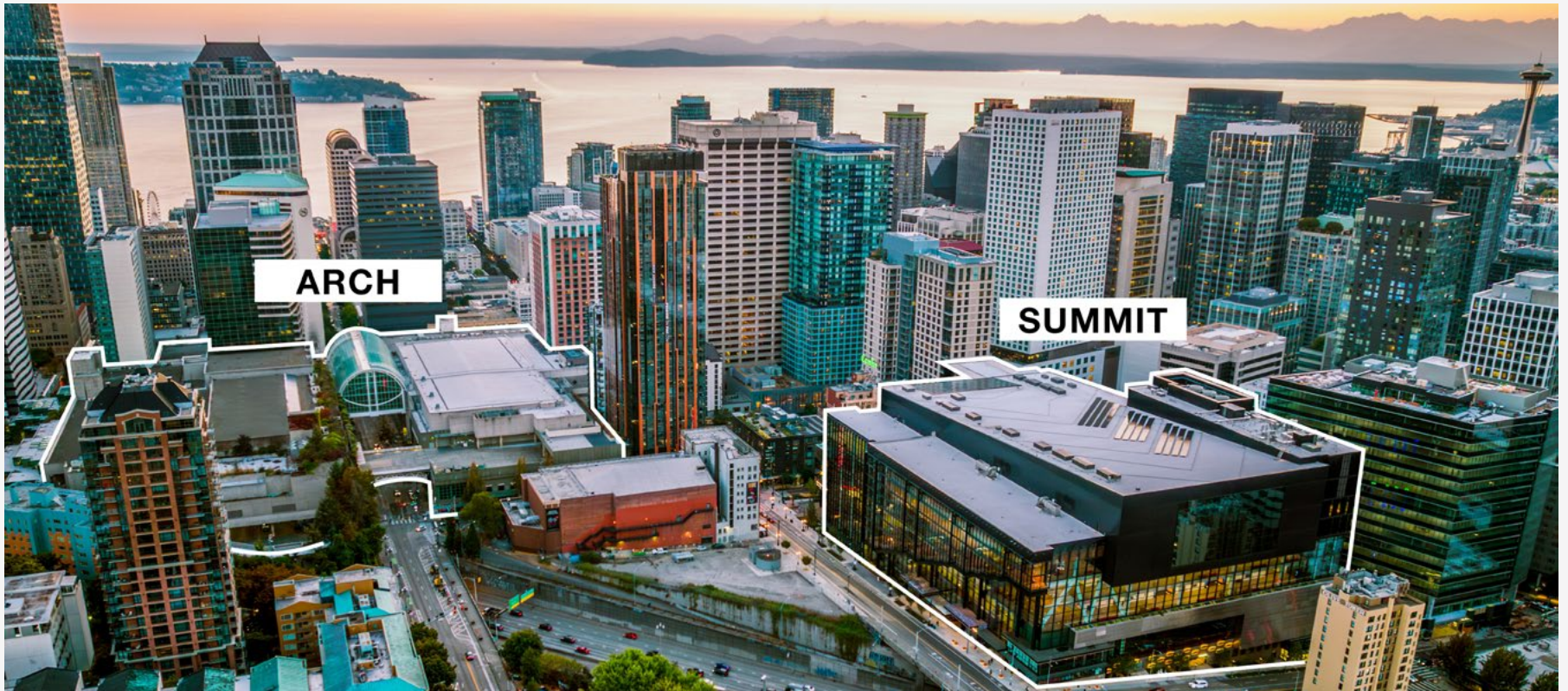


one center



two buildings

OUR MISSION

Seattle Convention Center elevates and enhances Seattle’s global brand and reputation. Driving economic benefits through the power of meetings and conventions, the Center plays a major role as a catalyst for revitalizing and reconnecting downtown Seattle and its neighborhoods. SCC will lead with industry partners a commitment to workforce development and diversity, creating a distinct level of customer service excellence, sustainable operations, financial stability contributing significant civic benefits for the people of the City, County and State.

Project Manager: Loni Syltebo

Graphic Designer: Colleen O'Brien

Photo Credits: Cory Parris Photography, Andrew Jacob Media and SCC Staff

www.seattleconventioncenter.com

The Washington State Convention Center is a King County public facilities district doing business as Seattle Convention Center.

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OUR VISION:

By doing ordinary things in an extraordinary manner we will earn the privilege of serving our guests again.

A MESSAGE FROM WASHINGTON STATE GOVERNOR JAY INSLEE



I'm happy to report that our state is a beacon of progress in this nation.

For over a decade, we've advanced policies to support working families, grown our economy, and acted boldly to protect our state's iconic spaces and salmon. We've advanced equity, built more housing and fought for a woman's right to choose.

The Climate Commitment Act invests in work that reduces pollution and equitably impacts all Washingtonians. From sustainable aviation fuels and EV battery manufacturing in Moses Lake to electric buses in Ferndale, we're attracting and creating thousands of good-paying jobs in clean energy and technology.

We are proud to be working to keep Washington green for the benefit of the planet, residents of the state, and those who visit. Tourism is the fourth largest industry in Washington state, employing more than 182,700 workers and generating \$21.4 billion in annual spending. Thank you to the Seattle Convention Center for your role in bringing people to the region and doing your part to support sustainable meetings.

Your achievement of Leadership in Energy and Environmental Design (LEED) Platinum – the highest level – with the Summit building, the Arch building's LEED Silver, and a waste diversion rate of nearly 80 percent

is a testament of how we can showcase Washington's environmental best practices to guests from around the globe.

We also applaud the Seattle Convention Center's legacy of funding the preservation, restoration, and creation of a net gain of 1,040 affordable housing units in and around Seattle, plus an additional \$40 million provided to address the current housing crisis. Good housing for people of all incomes is essential for the vitality of a diverse and livable region and is a contributing factor in attracting meetings and convention attendees to Seattle.

Excellent work in your inaugural year of operating two buildings and your continuous drive to boost our hospitality industry.

Please accept my best wishes for continued success in the years ahead.

Very truly yours,

A handwritten signature in black ink, appearing to read "Jay Inslee". The signature is fluid and cursive.

Jay Inslee
Washington State Governor

A MESSAGE FROM KING COUNTY EXECUTIVE DOW CONSTANTINE



Congratulations to the Seattle Convention Center on a successful first year of operating its expanded campus! Summit has quickly become a favorite local and national destination for events which provide a welcome boost to our local economy.

The most innovative solutions and forward-thinking initiatives begin in bustling metropolitan regions, and King County is consistently at the forefront of this process. That trend continued in 2023 when we made progress on some of the most important issues that serve as a reflection of our values.

We're working to ensure every person has a roof over their head, and that our community is a place where every person is safe. We funded eight affordable housing projects and established a new gun violence prevention office to promote coordination and collaboration on addressing gun violence.

We're prioritizing investments in populations furthest from opportunity to advance economic and racial justice to make King County a place where every person has the ability to thrive.

Additionally, we launched the Re+ initiative to reinvent the waste system to cut carbon emissions and transition to a sustainable economy, in which the Center already plays a role. We applaud your achievement of obtaining LEED Platinum certification for the

Summit building and in maintaining LEED Silver for Arch. Your longstanding commitment to environmentally sound and sustainable facility operations is commendable.

On behalf of the residents of King County, thank you to the Seattle Convention Center Board of Directors and staff for all your good work. We look forward to welcoming more event attendees to our region.

Sincerely,

A handwritten signature in black ink that reads "Dow Constantine". The signature is written in a cursive, flowing style.

Dow Constantine
King County Executive



Congratulations to the Seattle Convention Center for delivering on the promise of bringing more meetings and conventions to the city with the addition of the Summit building. This is a significant boost to our local hospitality and tourism industry, which plays a critical role in our economy, and indeed our city and region as a whole.

In 2023, we continued to make progress building **One Seattle** as the safe, equitable, and thriving city we all know is possible. Our administration's Downtown Activation Plan has brought new energy, excitement, and unique experiences to our city's center through legislation that supports zoning changes, street use activations, and public-private partnerships with Downtown businesses and organizations. Our goal is to make this neighborhood a safe, welcoming place for locals, visitors, and event attendees long into the future.

We're implementing initiatives to comprehensively improve public safety – our top priority – including taking on the fentanyl epidemic with a dual public safety and public health approach. This involves launching a new public safety department, CARE (Community Assisted Response and Engagement), to ensure people in crisis receive the support they need and addressing homelessness with urgency and compassion by passing a \$970 million housing levy that will result in 3,100 new units of affordable housing throughout the city.

This year, the city celebrated the 50th anniversary of the 1% for the Public Arts program, one of the first ordinances in the nation established for ongoing investment in public art. As a city with a rich and vibrant arts culture in its many forms, we appreciate the generous contribution the Center has made with its robust public art program.

From the City of Seattle, congratulations on a busy and successful year at the Seattle Convention Center! Our sincere gratitude to the Board of Directors and staff for all you do for our city.

Sincerely,

A handwritten signature in black ink that reads "Bruce C. Harrell". The signature is written in a cursive, flowing style.

Bruce Harrell
Mayor of Seattle

Working together to build **One Seattle**.



Frank K. Finneran
Chair, Board of Directors



Jeffrey A. Blosser
President and Chief Executive Officer

This report outlines the activities and results of the 2023 fiscal year, including a successful first year of operations with two buildings, Arch and Summit!

The year began with rapid-fire Summit milestones, including receiving the Temporary Certificate of Occupancy permit on January 9, 2023, the first client event just days later, three grand opening events in late January, and event activity in both buildings simultaneously in February.

There was much to learn about Summit and its operations, particularly in the early months, and our dedicated staff troubleshooted, learned and adapted. Punch list work continues, and we anticipate final Certificate of Occupancy in 2024.

Summit has been viewed very positively, garnering awards within the hospitality, architecture, and sustainability industries. It also earned LEED Platinum certification in late 2023, the highest level achievable, building on SCC's longstanding commitment to maintaining environmentally sound and sustainable facility operations.

In 2023, the Center welcomed approximately 350,837 event attendees, and hosted 160 events; 88 events in Arch, 68 in Summit, and 4 campuswide events with guests enjoying both

Summit and Arch. These events contributed to the continued growth in downtown's hotel occupancy, which ended at 68.6% and King County's, which ended at 67.1%. These occupancies exceeded 2022 by 5.8% and 1.8%, respectively.

We pushed the boundaries of event space by activating 9th Avenue between the Arch and Summit buildings with food trucks and a beer garden during a campuswide event. This provided a unique outdoor stopover point between buildings for event attendees and gathering spot for neighbors over the Labor Day weekend. We thank the Seattle Theatre Group for participating as our sponsor for this inaugural event.

Event Services staff provided event planners with sound guidance on how to optimize event flow and functionality within each building or across both, and the Sales team handled a record number of inquiries and requests for tours from potential and returning clients.

The marketing and sales of Arch and Summit are accomplished through the joint efforts of Visit Seattle and the Center, enticing meeting planners, event attendees, and tourists to Seattle. Through their hard work, Visit Seattle brought significant national and international attention to the event opportunities at the Center. We join them in celebrating the passing

A MESSAGE FROM CHAIRMAN AND PRESIDENT/CEO

of the new Seattle Tourism Improvement Area legislation, establishing a 15-year Business Improvement Area that will increase the travel and tourism promotional abilities for the city and region.

The Human Resources team strived to recruit and onboard the personnel needed to handle the workload created when nearly doubling a facility's square footage. Gratitude also goes to the onsite staff of our service partners Aramark, Edlen, Smart City, and Encore, and the support they received from their organizational management.

We welcomed Visit Seattle's former President and CEO Tom Norwalk to the Board, replacing Jerry Hillis who retired in 2022. The board adopted new mission and values statements to reflect its current focus for the District's future. We appreciate the strong support of Governor Jay Inslee, King County Executive Dow Constantine, and Mayor Bruce Harrell who repeatedly appoint exemplary individuals to our nine-member Board of Directors.

We're proud to report the state's auditor's review provided the 35th consecutive year of audits with no findings.

We understand the importance and benefits of giving back, and we create opportunities to enrich the community. When a client had 4,000

surplus tote bags, we arranged for them to be given to Mary's Place, a local nonprofit helping families experiencing homelessness. We also donated hundreds of pieces of suiting, formerly worn by the Center's Admission Attendants, to the Union Gospel Mission, a local nonprofit, for their clients' use in employment interviews or work settings. Additionally, 6,584 pounds of surplus food from our kitchens was shared with FareStart to supply social service programs and schools.

Furthermore, the Center is proud to support the community as a small business landlord. At the close of 2023, SCC was landlord to over a dozen retailers, most of which are local sole proprietaries or small chains. These outlets serve the needs of the community and event attendees in addition to enlivening pedestrian thoroughfares. Keeping the area around the Center clean and hospitable can be a challenge, and we appreciate Center staff, DSA-MID teams and the city for their ongoing efforts to maintain clean sidewalks free of debris, graffiti, and encampments.

Jeff Blosser announced his intention to retire as President/CEO of the Seattle Convention Center in 2024, having served more than 12 years in the role. The Board feels exceptionally fortunate to have had Jeff's leadership and knowledge during these years of planning, construction, and significant growth. His contributions to the

promotion and development of the District's facilities and operations have been invaluable. We wish him all the best in his next chapter.

We close 2023 excited and optimistic for Seattle's future, our role as an economic catalyst for the region, and continuing our efforts to help revitalize the neighborhood and downtown core.

Sincerely,



Frank K. Finneran
Chair, Board of Directors



Jeffrey A. Blosser
President and Chief Executive Officer

Operations at a Glance

	2023	2022	2021
Financial Performance*	Arch + Summit	Arch	Arch
Operating Revenues	\$47,057,823	\$26,525,616	\$7,432,885
Operating Expenses	\$70,273,385*	\$38,249,879*	\$14,308,953
Operating Income/(Loss)	(\$23,215,562)	(\$11,724,263)	(\$6,876,068)
Number of Events**			
National / International	54	34	9
Local / Regional	106	80	23
Event Attendance**			
National / International	111,001	66,695	56,037
Local / Regional	239,836	174,235	13,669
Economic Benefits			
Total Room Nights	263,048	202,542	45,269
Attendee Spending***	\$326,399,334	\$206,122,919	\$94,173,574
Sales Taxes Generated***	\$25,749,052	\$16,275,067	\$7,391,619

Attendee spending, and the resulting sales taxes generated, **more than tripled in 2023** compared to 2021. This remarkable increase in economic impact reflects the success of the SCC and its hospitality partners in the **continuing recovery** from the COVID pandemic.

* Effective for 2022, marketing costs for both Visit Seattle and the in-house SCC marketing team are included as operating expenses, rather than as nonoperating expenses. As has been done in prior years, depreciation from assets purchased in prior years is excluded from the operating expenses total.

** Starting in 2022, the Emerald City Comic Con and PAX WEST events were reclassified from “National” to “Regional”, in keeping with their respective current demographic profiles.

*** These estimates relate to out-of-state attendance only.

Note: In general, **National / International** events attract visitors from across the country and around the world to conventions, conferences, and trade shows. **Local / Regional** events attract visitors from the greater Seattle area and from the Pacific Northwest region to consumer shows, conferences, banquets, and meetings.

Selling One Center | Two Buildings

Adapting the Sales Strategy

Maximizing the aggregate yield of the Center for the benefit of all stakeholders requires a careful mix of events, hotel bookings, and precise citywide coordination with all partners.

Prior to the pandemic, the Center’s sales team and Visit Seattle had a well-defined and unified approach to selling the Center for larger, broad impact events and infilling with smaller regional/local events. Then the pandemic altered client booking patterns and the rentable event space nearly doubled with Summit’s opening in January 2023.

This inflexion point prompted the need to develop a new roadmap and equation for this two-building sales process. Leadership embraced this challenge and, with Visit Seattle guiding the effort, headquarter hoteliers and the Center developed a new strategy.

This included setting new key performance indicators and measures of event success beyond number of room nights used by client groups. This new strategy will strengthen the Center’s ability to help maximize economic opportunities for our region.

A Boom in Business

Client inquiries for regional/local events surged in January 2023 at a pace of 30 percent over the Center’s best previous high of Q1 2019; year-end inquiries were eight percent above this marker. These inquiries resulted in 127 actualized events in 2023, with 16 percent first-time clients, a record year of new business. Future event inquiries in 2023 resulted in 71 contracted events in 2024 with 32 percent new first-time clients. Whether clients are placed in Arch or Summit by the sales team, we strive for the same quality, pricing, menus, and service delivery.

The Advent of Campuswide Events

The Center, now with just over a million square feet of event space across both buildings, offers new opportunities for existing clients and draws additional new business to Seattle that might not have been realized without the opening of Summit.

In 2023, four events occupied the entire campus, including the Association of American Medical Colleges (AAMC) Annual Meeting, Emerald City Comic Con '23, Sakura-Con 2023 and PAX WEST 2023. These events added 89,600 attendees and nearly 37,000 hotel room nights to our community. We are booking more campus events in the future!

The Summit Effect

While the aggregate of the Center’s operating performance is the District’s focus, it is noteworthy to isolate Summit’s opening year deliverables: 68 incremental events with over 85,000 people who filled over 89,000 room nights. An amazing economic boost for the region adding vitality and energy for the sidewalks enlivening restaurants, retail, entertainment, plus job creation!










The addition of Summit brought in a record number of inquiries and a boom in business.

Economic Benefits from SCC Events

One of the primary purposes of the SCC is to attract high-value national/international conventions and conferences, whose attendees, event producers and exhibitors spend money in Washington on lodging, restaurants, transportation, souvenirs, and goods and services related to their events.

SPENDING BY OUT-OF-STATE ATTENDEES, 2023 SCC EVENTS AT ARCH AND SUMMIT – estimated, in millions

 Lodging	\$137.8	<p>Since our opening in 1988, people from outside Washington have spent over</p> <p>\$7.6 billion</p> <p>locally as part of SCC events.</p> <p>This spending added an average of</p> <p>\$894,244</p> <p>per day</p> <p>to Washington’s economy during 2023.</p>
 Food & Beverage	\$77.4	
 Entertainment (including tours, recreation, sporting events)	\$6.9	
 General Retail	\$22.5	
 Transportation	\$24.6	
 Meeting Services (including equipment, advertising, technology)	\$57.2	
 Total Spending	\$326.4*	

2023 SALES TAX RECEIPTS - estimated, in millions

Sales taxes generated from the spending by SCC event-goers from outside Washington added up to an estimated **\$25.7 million**.

(This number does not include lodging tax receipts, collected on hotel/motel room charges to defray the cost of building the Center and marketing King County and Seattle as a convention destination.)

Washington State	King County	City of Seattle	Metro Transit	Sound Transit	Total \$
\$17.8	\$1.0	\$2.6	\$2.4	\$2.0	\$25.7*

* Individual statistics may not add up to total due to rounding.

Summit Achieves LEED Platinum



The Summit building earned LEED Platinum certification from the U.S. Green Building Council (USGBC) as part of the Council's Leadership in Energy and Environmental Design (LEED) New Construction (v3) rating system. This achievement builds on SCC's longstanding commitment to maintaining environmentally sound and sustainable facility operations, and a reaffirmation of Seattle's reputation as a leading environmentally conscious meeting destination.

The Center holds itself to high standards across its campus, and this certification recognizes the incredible measures undertaken to ensure the energy efficiency, water saving, transportation options, and broader systems in Summit operate in accordance with our environmental stewardship goals and provide our guests with a healthy, comfortable place to meet.

The Center has achieved three LEED certifications. In addition to Summit, the Center's Arch at 705 Pike building earned

LEED Silver for Operations and Maintenance, and Arch at 800 Pike earned LEED Silver for Sustainable Construction Practices, Furnishings and Equipment.

To achieve LEED certification, a project earns points by adhering to standards in a variety of categories. Some of the measures taken in the Summit project that resulted in earning LEED Platinum, the highest level, include:

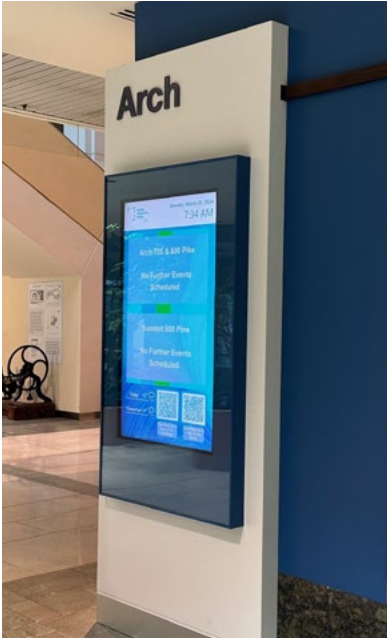
- Reclaimed wood from the building that previously occupied a corner of the site, an automobile dealership, was repurposed as railings throughout the building.
- Rainwater is captured in tanks, filtered, and used for toilet flushing.
- The lobby and pre-function areas feature a hybrid radiant heating & cooling system. Water pipes in the floors provide cool circulated water to absorb the sun-generated heat during warmer months and, conversely, circulate warm water to generate heat in the cooler months.
- Achieved Salmon-Safe certification

Improving the Visitor Experience with Wayfinding

At just under a half million square feet, navigating the Arch building can be intimidating. To help the visitor on their journey, SCC partnered with Applied Wayfinding, found through a public process, to design and develop visual resources to help visitors navigate within Arch, to Summit, or into the core of downtown.

Five information kiosks, identified with a backdrop of blue in contrast to the neutral decor, are permanent structures located near entrances in Arch at 705 Pike, plus two mobile kiosks can be moved to locations best suited for event programming. Each permanent kiosk includes a digital screen with a daily listing of events in both buildings, a conceptual layout of the building, and a map of downtown within a half mile radius. We appreciate our partners at the Seattle Department of Transportation who allowed us to create a custom adaptation of the static map used throughout downtown’s Seamless Seattle wayfinding system to maintain consistency between the maps people see in the building and those they see around the downtown area.

Both buildings also feature programmable screens in common areas with supplemental location information and meeting room-specific messaging.



The Arch garage signage was updated this year to reflect the new brand, increase visibility, and improve entrance navigation.



Public Art as a Civic Benefit

The Center’s public art program was established by the Board of Directors to enrich the convention center environment for those attending events, walking through the building, or just passing by.

The Arch building’s public areas originated in 1988 as a welcoming place for community members and event attendees to view works of art for enjoyment and education. The Arch collection, which has grown to over 100 works, is an outstanding civic benefit. Many of the works are made available through the courtesy of artists and galleries, museums, corporations, foundations, private collectors, and government. In addition to the long-term works, to date over 200 rotating art exhibits have featured local and regional artists, creating an opportunity for emerging and diverse art groups to showcase their art.

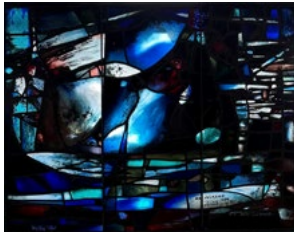
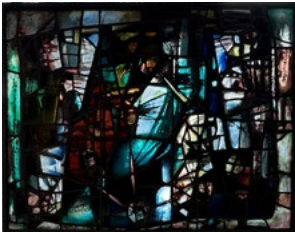
In 1997, the Board encouraged the creation of the Washington State Convention & Trade Center Art Foundation, a non-profit corporation in support of the Center’s art program under the leadership of original board member Phyllis Lamphere. In 2017, the Phyllis Lamphere Gallery, located on Arch’s Level 2, was officially dedicated in her honor. The public art program is directed by the SCC Board of Directors Art Committee and managed by SCC staff. The SCC Art Advisors volunteer their time and expertise to assist the staff with curatorial decisions.



Mammillaria Prescottia by Flo Perkins. Blown glass with glass rods. On display in Arch on Level 2.



The Fishing Village by Eustace Ziegler. Oil on canvas. On display in Arch on Level 1.



Untitled by Max Ingrand. Stained glass. On display in Arch on Level 4.

Monthly art tours,
 guided by SCC’s
 Art Program
 Specialist, began in
 January 2024.

Expanding Public Art with the Summit Building

The SCC public art program and collection expanded with the Summit building construction. Opening in 2023, the collection of artwork promotes SCC's connection to communities, neighborhoods, and the artistic vitality of this region. Summit continues the legacy art program with an overarching vision, drawing inspiration from the Pacific Northwest's diverse cultures. From integrated streetscape installations to functional building components to stand-alone sculpture, studio artworks, and sound and light media offerings, this public art collection is as diverse as the artists and communities it represents.

The investment in public art for Summit is approximately \$7,750,000, which was leveraged with additional funds from the construction budget for artworks integrated into the overall design of the facility. Twenty-three artists created permanent commissions for Summit, an additional nearly 40 artists are represented in a large collection of studio works, and a revolving collection of audio artworks and artists are featured in an outdoor landscaped open space.



Pins by Christian Moeller. Metal and acrylic. On display on Arch exterior.



Day at the Car Show by Jose Felix Rodriguez III. Oil on panel. On display at Summit on Level 1.

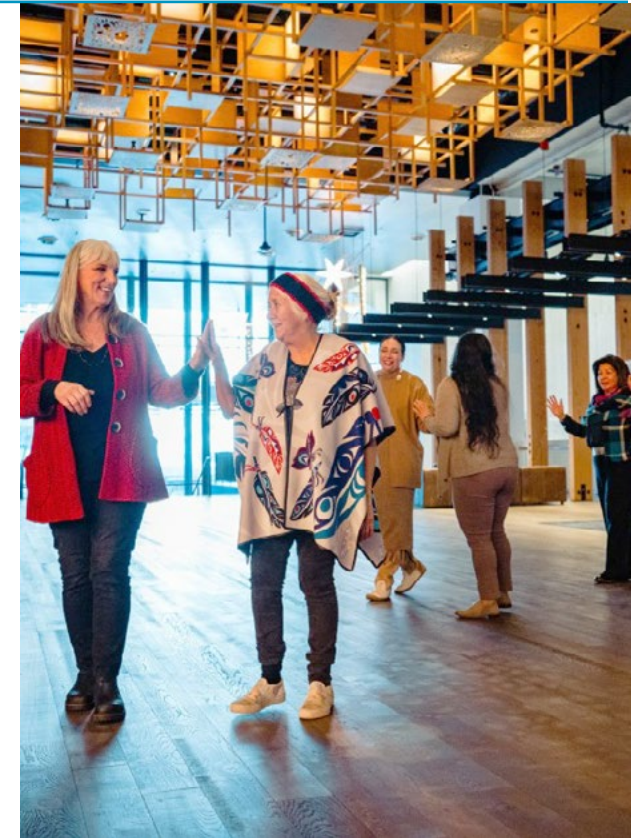


Divine by Barbara Earl Thomas. Paper cut with hand-printed paper. On display at Summit on Level 2.

Celebration of Art



A Native Blessing Ceremony preceded the Celebration of Art in the Market area of Summit.



Attendees at the Native Blessing Ceremony had the opportunity to participate in a dance at the close of that event.

On Tuesday, November 28, the Center honored Summit art program artists with a Celebration of Art. Preceding the celebration was a Native Blessing ceremony of invited attendees highlighting the involvement of several native artists displaying work at Summit. 300+ artists and guests attended and explored the art in the building.

Celebration of Art, continued

The Celebration of Art program featured presenters who addressed various aspects of Seattle Convention Center’s overall art program, emphasizing the significance of diverse and engaging public art, and supporting the growth of Seattle’s arts economy.



Attendees registered in the Summit Lobby under rotating projections of artwork.



Attendees gathered on Level 2 to hear remarks from speakers about the Summit art program.



Program presenters joined Jeff Blosser in front of Andrea M. Wilbur-Sigo’s *Mowich Man*. L-R: Susana Gonzalez-Murillo, SCC PFD Board of Directors Art Committee Chair; Jeff Blosser, SCC President & CEO; Mary Ann Peters, Seattle-based artist; Brian Carter, 4Culture Executive Director; Andrea M. Wilbur-Sigo, Northwest carver and artist; and Tracey Wickersham, Senior Director of Cultural Tourism, Visit Seattle.

Artwork as Functional Building Elements

Summit and the adjacent co-development buildings comprise about four city blocks of Seattle’s downtown. These are working buildings, moving thousands of people and vehicles through parking and loading facilities. Through conversations with the Seattle Design Commission, the Center developed a package of artworks in the form of functional building elements. Now, garage doors, a loading dock wall, and a translucent glass screen create a series of large-scale artworks that depict connections to cultural communities of the Pacific Northwest and the artists’ personal connections to people and places of the region.



Lauren lida’s *Nourishing Heritage* serves as the Summit parking garage door on Olive Way.



Four retail outlets, all additional outlets of local favorites, opened on Pine Street in 2023.



SCC’s bakery, Wild Rye, opened its retail outlet in early 2024 at the corner of Boren Avenue and Olive Way.

Retail Enlivens the Neighborhood

The Center is proud to support the community as a small business landlord. At the close of 2023, SCC was landlord to over a dozen retailers, most of which are local sole proprietaries or small chains. These outlets serve the needs of the community and event attendees in addition to enlivening pedestrian thoroughfares.

Cardboard Recycling Benefits Local Nonprofit

New Cardboard Baler in Summit

SCC continues to reach new heights in sustainability efforts with the start of a cardboard baling and selling program.

The new cardboard baler, manufactured in Denmark, was delivered in August and installed at the Summit loading dock. The baler packs useful, clean waste cardboard into sellable and easily transportable bundles. SCC takes its local community impact one step further by working with Seadrunar Recycling, a local, Seattle-based company, to pick up cardboard bales. Their recyclables-for-cash program both buys and brokers waste materials. SCC pays a service charge for cardboard bale pickup but is paid by the ton for recycled cardboard.

This waste stream diversion has already saved at least 13,000 pounds of cardboard from traditional disposal methods, and contributed to the Center's notable 2023 waste minimization rate of nearly 80 percent.

Arch uses a 30-yard compactor to manage cardboard waste that SCC will continue to send to Republic Services for recycling.



About Seadrunar Recycling

This is a new partnership for the Center. Seadrunar Recycling was created in 1979 to help fund Key Recovery and Life Skills Center, an addiction treatment facility that was the first of its kind in the Puget Sound region.

Supporting the Community Through Donations

In June, a donation of 400+ surplus tote bags was made to Mary's Place, a local nonprofit that helps women and families move out of homelessness and into more stable situations.

Coordinating surplus event items is a longstanding community outreach activity for SCC. Once an event client determines they will have surplus bags, t-shirts, pens or other useful items, Center staff take over to facilitate the donation.



Outdated and well worn but still useable, staff uniforms found a home with the Seattle Union Gospel Mission in December. The three-piece suit separates and associated items will be used by those in need of business attire for events like job interviews and work situations.



About the SCC Board of Directors

The Board is composed of nine members who serve four-year terms of office. Three members are appointed by the Governor; three members are nominated by the King County Executive, subject to confirmation by the King County legislative authority; and three members are nominated by the Mayor of Seattle, subject to confirmation by the Seattle legislative authority. One of the Governor's appointments and one of the county's appointments must be a representative of the lodging industry in Seattle, and one of the city's appointments must be a representative of organized labor.



Frank K. Finneran
Chair



Deryl Brown-Archie
Vice Chair



Robert J. Flowers



Katie Garrow



Susana Gonzalez-Murillo



Taylor Huang



J. Terry McLaughlin



Tom Norwalk



Craig Schafer



Jeffrey A. Blosser
President and CEO



Linda Willanger
VP Administration/AGM



Jon Houg
*Vice President of
Operations*



David Cononetz
Director of Facilities



Krista Daniel
*Director of Event
Services*



Derek Forare
*Director of Public Safety
and Security*



Sam Hecker
*Director of Finance/
Chief Financial Officer*



Michael McQuade
Director of Sales



Melina Bermudez
*Director of Human
Resources*



Tony Sheehan
*Director of Information
Services*



Loni Syltebo
*Director of
Communications*



Earl J. Taylor
Director of Operations

