

**City of Seattle**



**Director  
Seattle Center**

**Confirmation Packet  
January 9, 2015**

**Robert Nellams**



**City of Seattle**  
Edward B. Murray  
Mayor

January 9, 2015

The Honorable Tim Burgess  
President, Seattle City Council  
Seattle City Hall, 2<sup>nd</sup> Floor  
Seattle, WA 98104

Dear Council President Burgess:

I am pleased to transmit to the City Council the following confirmation packet for my re-appointment of Robert Nellams as the Director of the Seattle Center. The materials in this packet contain Robert Nellams' appointment and oath of office forms, and his resume. His background check is on file from original appointment.

Since his appointment as Director of Seattle Center in 2006, Robert Nellams has worked strategically to enhance and evolve the operational, financial, physical and programmatic elements of Seattle Center. He has overseen several redevelopment projects including 5th Ave. N. Garage, Seattle Center Skatepark, Theater Commons, Seattle Center Monorail, Seattle Center Armory, and Chihuly Garden and Glass, under the auspices of the Seattle Center Century 21 Master Plan, created and approved by City Council under his guidance. The physical changes have fostered larger visitor numbers, led to a reinvention of the Armory Atrium food area and Armory conference center, and generated greater revenue from a variety of onsite sources. They also have heightened the visibility of Seattle Center as the region's premier arts, cultural, entertainment and tourism destination.

Nellams has stewarded the implementation of two strategic business plans over the course of six years. The first culminated in a highly impactful six-month celebration of the 50th anniversary of the 1962 World's Fair. The second, now in its third year of execution, has resulted in new programming that better responds to the city's changing demographics, improved internal capacity to fulfill established goals, new sponsorship and community partnerships and more nimble and responsive business practices. Despite the recession, Nellams created a stable financial environment in which his department has prospered, and following the departure of the NBA, put into action measures that produced a thriving event business and significant operational profits for KeyArena. His astute and enlightened approach

The Honorable Tim Burgess

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Seattle City Hall, 7<sup>th</sup> Floor  
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Seattle, Washington 98124-4749

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[www.seattle.gov/mayor](http://www.seattle.gov/mayor)

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to department operations has elicited a pronounced step-up of management practices, resulting in a higher level of employee engagement and accountability. Overall, this stewardship of the department has dramatically enhanced its capacity to create exceptional events, experiences and environments that delight and inspire the human spirit to strengthen communities far into the future. I urge you to reconfirm him as the Director of the Seattle Center.

If you have any questions about the attached materials or need additional information, please contact Chris Gregorich of my office, at 206-386-1251, or via e-mail, at [chris.gregorich@seattle.gov](mailto:chris.gregorich@seattle.gov).

Sincerely,



Edward B. Murray  
Mayor, City of Seattle



**City of Seattle**  
Edward B. Murray  
Mayor

January 9, 2015

Robert Nellams  
305 Harrison, Suite 215  
Seattle, WA 98109

Dear Robert,

It gives me great pleasure to re-appoint you to the position of Director of the Seattle Center. All conditions of your Director's appointment continue into your next term.

Your term of office is four years and you serve at the pleasure of the Mayor. Your re-appointment as Director is subject to City Council confirmation. Therefore, you will need to attend the confirmation hearings of the full City Council.

I thank you for your service to date and look forward to working with you in your role as Director of the Seattle Center.


Sincerely,

Edward B. Murray  
Mayor, City of Seattle

cc: Human Resources

# City of Seattle

## Notice of Appointment

<b>Name:</b>  <b>Robert Nellams</b>	<input checked="" type="checkbox"/> <b>Executive Appointment</b>  <input type="checkbox"/> <b>Legislative Appointment</b>
<b>Appointed to:</b>  <b>Director, Seattle Center</b>	<b>Date of Appointment:</b>  <b>1/9/2015</b>
<b>Authority (Ord., Res.):</b> SMC 17.04.020	<b>Term of Office</b> <b>From:</b> City Council Confirmation  <b>To:</b>
<b>Comments:</b> Since his appointment as Director of Seattle Center in 2006, Robert Nellams has worked strategically to enhance and evolve the operational, financial, physical and programmatic elements of Seattle Center. His stewardship of the department has dramatically enhanced its capacity to create exceptional events, experiences and environments that delight and inspire the human spirit to strengthen communities far into the future.	
<b>Authorizing Signature:</b>  	<b>Name and Title of Officer Making Appointment:</b>  <b>Edward B. Murray, Mayor</b>



**CITY OF SEATTLE - STATE OF WASHINGTON  
OATH OF OFFICE**

**STATE OF WASHINGTON**

**COUNTY OF KING**

**I, Robert Nellams, swear or affirm that I possess all the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of Director of the Seattle Center; that I will support the Constitution of the United States, the Constitution of the State of Washington, and the Charter and Ordinances of the City of Seattle; and that I will faithfully conduct myself as *Director of the Seattle Center*.**

\_\_\_\_\_  
**Robert Nellams**

**Subscribed and sworn to before me  
this \_\_\_\_\_ day of \_\_\_\_\_, 2015**

(affix seal)

\_\_\_\_\_  
**Monica Martinez Simmons, City Clerk**

# ROBERT L. NELLAMS

2314 North 88<sup>th</sup> Street Seattle, Washington 98103 206-528-1950 [robert.nellams@seattle.gov](mailto:robert.nellams@seattle.gov)

## QUALIFICATIONS

- Successful experience running a large multi-faceted public sector organization
- Results-oriented professional with a reputation for quality, effective decision-making and resourceful change management
- Proven ability to simultaneously manage multiple tasks, projects, and assignments
- Creative troubleshooter able to quickly identify and resolve problems at all levels
- Effective communicator able to clearly present complex information to diverse audiences
- Solid leader able to build, mentor, and develop highly motivated, productive, and loyal teams
- Strong negotiator able to consistently achieve positive win-win outcomes
- Demonstrated ability to establish productive relationships with elected officials, community organizations, unions, vendors, and other stakeholders
- Track record of regular promotions and increasing responsibilities
- Respected by customers, city leaders, and the general community for integrity, follow up, and commitment to excellence

## PROFESSIONAL HISTORY

### City of Seattle, Seattle, Washington 1982 to Present

DIRECTOR – Seattle Center, 02/07 to present

ACTING DIRECTOR – Seattle Center, 4/06 to 01/07

Report directly to the Mayor of Seattle, serve as a member of the Mayor's executive cabinet. Work to assure the alignment of Seattle Center strategic goals with the Mayor's vision and City priorities. Provide leadership of all departmental operations and business ventures, including public and commercial programming, facility management (including leasing), and all legal and financial matters. Provide stewardship of the region's premier public arts and culture facility, the fourth most visited destination in the United States, attracting over 12 million visitors per annum. Responsibilities include:

- Develop and administer an annual \$36 million operating budget and \$3.5 million capital budget. Present legislative proposals to the Mayor and the City Council on financial, legal and programmatic aspects of the department. Determine the position of Seattle Center for all potential legislative matters; provide oversight and direction for all lease and contract negotiations.
- Direct an eight-member executive staff with authority over 1,000 regular and intermittent employees, which includes members represented by 12 bargaining units and non-represented professionals.
- Develop partnerships with elected officials, 30+ resident organizations, three bordering neighborhoods, 22 cultural communities (Festal), 12 unions, numerous board and commission members, donors, sponsors, advertisers, tenants, merchants, and clients.

Key Accomplishments:

- Partnered with 74 organizations and 1,400 volunteers to produce the Seattle/King County Health Clinic at KeyArena which provided 3,400 medical, dental and vision patients with \$2.3 million dollars of free medical, dental and vision services.
- Developed and implemented strategic business plans for Seattle Center as an organization, and more specific business plans for both KeyArena and the Seattle Center Armory. These plans were instrumental in transforming our culture and sharpening our focus on core business objectives. The KeyArena Business plan played a big part in helping us achieve a \$2 million dollar turnaround in KeyArena (2009 vs. 2013).

DEPUTY DIRECTOR – Seattle Center, 3/98 to 4/06

Led two of the six Seattle Center divisions, Technical Facility Management (trades, laborers, , janitors, dining room attendants, landscapers) and Patron Services (Transportation Services, Customer Services, Emergency Services, Office Services, Contracts and Concessions), accounting for up to 52% of Seattle Center's personnel and 39% of the operating budget. Implemented dramatic expense reductions in both divisions, representing over 60% of the department's overall savings. Maintained high standards of customer satisfaction, commitment to safety, and improved staff morale despite the cutbacks.

Effectively negotiated contracts with the former Seattle Reign of the American Basketball League, Seattle SuperSonics, Seattle Monorail Services, Bite of Seattle, Seattle School District (establishing Center High), and numerous merchants, tenants and promoters. Completed successful labor negotiations with eight local unions on three occasions between 1997 and 2006.

**Prior Seattle Center Assignment**

DIRECTOR OF PATRON SERVICES (7/96-3/98)

Responsible for the Seattle Center core operating units assembled as the Patron Services Division (Transportation Services, Customer Services, Office Services, Emergency Services, and Contracts and Concessions). Successfully led this division to a dramatic positive turnaround in employee morale and customer satisfaction. Implemented solid business practices and developed positive relationships with division managers and front line staff that led to more effective and efficient results from those units.

**Prior City of Seattle Experience**

Increasingly complex positions in the Department of Administrative Services: Accountant, Senior Accountant, Senior Finance Analyst, Senior Management Systems Analyst, Budget/Financial Analysis Manager, Re-Engineering Project Coordinator, and Finance Budget Manager.

**EDUCATION**

BS – Accounting Central Washington University (1981)

Special Achievement: Varsity Basketball



**ADDITIONAL PROFESSIONAL TRAINING**

- *Improving Operations & Customer Service*, UW Cascade Center for Public Service, 40 hours (1998)
- *Leadership*, LDI/Leadership Development Intensive, 32 hours (2001)
- *Leadership*, Seattle/City Leadership Institute, 7 months (2004)
- *Leadership @ the Center*/Seattle Center Leadership Development Program (2012-present)

**COMMUNITY SERVICE**

- Current Board Member of The Breakfast Group, a non-profit organization dedicated to improving the lives of young African-American males
- Current Board Member and Vice Chair of the Central Washington University Foundation Board

**AWARDS**

- *Excellence In Management Award for Leadership*, Seattle Management Association (2000)
- *Northwest Athletic Conference Hall of Fame inductee*, (2007)