



Seattle City Council

March 17, 2015

Robert Nellams, Director
Seattle Center
305 Harrison Street
Seattle WA 98109

RE: City Council Expectations for the Seattle Center Director

Dear Mr. Nellams:

Mayor Murray has reappointed you to the position of Seattle Center Director. This letter documents the City Council's expectations for your job performance.

The Council's expectations (listed below) are intended to enhance your accountability to the Legislative Branch. Councilmembers will from time to time inquire about your progress, knowing that the list below is intended to add to the Mayor's expectations and the Seattle Center Director's responsibilities as established in the City Charter and Seattle Municipal Code.

A copy of this letter has been placed in the Clerk File that contains Mayor Murray's request for your reconfirmation as Seattle Center Director.

I. City Council General Expectations for the Seattle Center Director.

- A. Relationship with Council. The Seattle Center Director is expected to maintain a constructive working relationship with the Council, as demonstrated by:
1. Prompt and complete responses to Council information inquiries.
 2. Proactive updates on policy development, operational concerns, and financial matters of significance so that the Council is informed of important changes or emerging controversies before the information reaches the media and/or the Executive submits a request for Council action.
 3. Dependable implementation of formal policy direction provided by the Council.
 4. Assistance in the research and development of Council policy initiatives.
- B. Management Skills. The Seattle Center Director is expected to demonstrate strong management skills, with particular focus on the following Council priorities:

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Seattle City Council

1. Public Communication
 - a. Conduct inclusive outreach to interested stakeholders.
 - b. Implement a strong ethic of customer service.
 - c. Make information available so that the public can track Seattle Center's performance in delivering services.
 - d. Make significant efforts to reach out to communities of color, people with disabilities, and other traditionally underserved groups and individuals.
2. Organizational Management.
 - a. Coordinate productively with other City departments.
 - b. Maintain strong working relationships with other governmental entities.
 - c. Operate within budget constraints and proactively manage expenditures.
 - d. Provide a fair and equitable approach to the award of City contracts.
3. Personnel Management.
 - a. Develop and maintain strong morale among employees.
 - b. Provide an inclusive work environment that offers equitable opportunities for all.
 - c. Address issues of succession planning and the professional development of existing staff.
4. Service Delivery – including both routine operations and emergent situations.
 - a. Ensure that ongoing day-to-day services are provided effectively and efficiently, and Seattle Center tracks its performance in delivering such services.
 - b. Make certain Seattle Center is able to deal with localized emergencies or service disruptions and has thoroughly planned how to manage its operations in case of a City-wide emergency.

II. Specific Expectations for the Seattle Center Director in 2015 to 2019.

The Seattle Center Director is expected to implement and provide regular progress reports on the following Council expectations:

- A. Key Arena. Continue to advance and strengthen Key Arena's role as an economic engine for the Seattle Center campus and nearby commercial areas. Effectively manage and maintain the facility and make reasonable capital improvements as resources allow.
- B. Northeast Campus. Oversee and keep the Council informed about any redevelopment planning activities that pertain to the northeast portion of the campus, including Mercer Arena, KCTS' facilities, Mercer Garage, Memorial Stadium, and the Seattle Public Schools-owned parking lot adjacent to Memorial Stadium.



Seattle City Council

- C. Northwest Campus. Monitor the conversion of the Northwest Rooms into KEXP's studio and offices. Ensure future redevelopment projects within the northwest portion of the campus are designed to improve the connection between Seattle Center and the adjacent Uptown business district.
- D. Armory. Successfully manage ongoing improvements to the Armory. Effectively market the facility to potential tenants and sponsors, and strive to maintain a combination of food court vendors that both appeals to customers and maximizes financial returns to Seattle Center.
- E. Artists at Play. Oversee the completion of the Artists at Play playground and monitor Seattle Center's ongoing relationship with the project's funders. Ensure the facility is well-maintained and remains attractive and safe for children.
- F. Financial Planning. Sustain efforts to improve Seattle Center's financial footing. Work to provide timely repayment of Seattle Center's loan from the City's consolidated cash pool, identify opportunities to increase Seattle Center's net revenues, and explore other potential methods of shoring up Seattle Center's finances in the future.
- G. Lease Negotiations. Pursue and negotiate fair, competitive lease agreements with Seattle Center tenants. Sustain a tenant balance that enables Seattle Center visitors to select from a wide range of activities, including several low- and no-cost options.
- H. Transportation. Actively engage with local transportation and transit agencies to improve access to Seattle Center. Continue efforts to connect pedestrians and bicyclists to Seattle Center, South Lake Union, and the downtown waterfront via the Lake to Bay Loop. Analyze and develop a possible proposal for utilizing the One Regional Card for All (ORCA) card as a method of payment for the Seattle Monorail.
- I. Events. Continue to provide a variety of low- and no-cost public events on the Seattle Center campus, such as the Festal cultural festivals, the Best Damn Happy Hour at the Armory, and human services offerings like the Remote Area Medical clinic held at KeyArena in 2014.
- J. Race and Social Justice. Continue to advance the City's Race and Social Justice Initiative. Produce events and offer activities that appeal and are accessible to individuals with diverse racial, ethnic, and socioeconomic backgrounds.



Seattle City Council

K. Public Engagement. Actively engage and collaborate with neighboring residents, businesses, nonprofits, and other groups with an interest in Seattle Center's operations. Provide clear communication to the public and create opportunities for open dialogue about major redevelopment projects on the campus.

We thank you for your commitment, your service and hard work at the Seattle Center Robert. We are excited to continue working with you to ensure that the Center stays a vibrant cultural and artistic centerpiece of our community.

Sincerely,

Tim Burgess
President, Seattle City Council

Jean Godden
Chair, Parks, Seattle Center, Libraries, and
Gender Pay Equity Committee