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CITY OF SEATTLE
City of Seattle
Notice of Appointment
2011 OCT 14 PM 4:37

Name: <i>Bob Kaplan</i>		<input checked="" type="checkbox"/> Executive Appointment <input checked="" type="checkbox"/> Reappointment <input type="checkbox"/> Legislative Appointment <input type="checkbox"/> Agency Appointment <input type="checkbox"/> PDA Council <input type="checkbox"/> PDA Constituency
Residential Neighborhood: <i>Capitol Hill</i>	Zip Code: <i>98122</i>	Contact Phone No.: <i>(425) 705-3445</i>
Appointed to: <i>Seattle Center Advisory Commission</i>		Date of Appointment: <i>September 28, 2011</i>
Authority (Ord., Res.): <i>Ordinances 91885 and 108936</i>		Term of Office From: <i>September 28, 2011</i> To: <i>September 28, 2014</i>
Background: RE-appointment <p><i>Bob Kaplan currently manages global real estate and facilities functions for Microsoft Corporation. Bob has worked in a variety of real estate and facilities management functions for Microsoft since 1996 including managing the development and delivery of over 4 million square feet of office and customer space in the Puget Sound, managing facilities for Microsoft in the Seattle area, across the United States and internationally. Bob left Microsoft for two years (2004-2006) and spent that time traveling in Europe and Africa with his family and working as the Director of Administration for the World Wildlife Fund in Washington, DC. Prior to Bob's Real Estate and Facilities career, he spent a decade working in the theatre in New York doing lighting, sound and stage management for a variety of productions. Bob has a bachelor's degree in Political Science from Vassar College and a Masters in Urban Planning from the University of Illinois.</i></p> <p><i>Bob brings deep knowledge of design and construction, from managing development of offices and other space for Microsoft in the Puget Sound area and his masters degree in Urban Policy and Planning. He has worked extensively with architects, general contractors and construction managers on everything from master planning and new construction to small projects and tenant improvements. In addition, he has extensive experience reviewing, developing and negotiating leases both from the landlord and tenant perspective. In addition, through his decade working in the theatre, has developed a deep passion for the arts.</i></p>		
Authorizing Signature: <i>Michael M. R.</i>		Name and Title of Officer Making Appointments: Mayor Mike McGinn



Bob Kaplan

Highly accomplished real estate and facilities executive with domestic and international experience including: strategic sourcing; capital planning; property management and facilities operations; personnel management; P&L management; vendor selection and management; site selection; transaction management; lease negotiations; lease administration; design and construction; project delivery; office services and food services management; sustainability; security management; emergency response and disaster recovery management.

Results-oriented, decisive leader with proven success building and developing employee and vendor teams. Focuses on understanding client and customer needs and developing strategies to meet those needs in a cost effective way.

CORE COMPETENCIES:

- * Team Development
- * Strategic Thinking
- * Facilities Management
- * Project Development (including LEED)
- * Vendor Development and Management
- * Negotiation and Conflict Management
- * Strategic Sourcing
- * Change Management
- * Real Estate Transactions

EXPERIENCE:

MICROSOFT CORPORATION, Redmond, Washington, 2010 to Present
DIRECTOR OF GLOBAL RESOURCES, (Current Position), Real Estate and Facilities Department. *Annual Direct Budget Responsibility: \$28 million, Budget Impact: \$600+ million. Direct Staff: 8, Total Managed Staff/ Vendors: 400+. Created and implement Microsoft's first Global Center of Excellence program for all Real Estate and Facilities functions.*

Key Achievements:

- * Develop global center of excellence model for Microsoft including: defining organization model; acquiring needed resources (both Microsoft FTE staff and vendor support); and defining model for engagement with regional delivery organizations.
- * Gather existing best practices in real estate, facilities, design and construction being utilized by Microsoft and their key vendor partners across the globe.
- * Gather and document industry best practices in real estate, facilities, design and construction. Act as Microsoft's key contact point to other corporate real estate organizations.
- * Define process playbook models and approaches for: portfolio planning; transaction management; design and construction; facilities management; employee/site services; IT strategy and tools; vendor management and sustainability.
- * Define global governance model including policies, guidelines and principles in key areas of Real Estate and Facilities as well as process to insure the policies and guidelines are followed.
- * Define engagement model for working with regional delivery organizations in Americas, EMEA, Asia and Puget Sound to ensure that all Area Portfolio Managers and Facilities Managers have appropriate input into the development of tools, processes and playbooks.

Primary Responsibilities:

- * Manage team responsible for delivering process playbooks, tools and process for all Real Estate and Facilities activities globally.
- * Manage the operations and implementation for all Real Estate and Facilities related IT tools including: space planning tools; work order request and management tools; lease administration tools; project management tools; project accounting tools; and project approval tools.
- * Manage Real Estate and Facilities relationships with Microsoft's Internal Audit organization.
- * Manage Real Estate and Facilities contract processes for facilities services, design and construction; and lease transactions.
- * Manage key account relationships with Microsoft's global outsourced vendors for real estate transactions, facilities management, property management, project delivery and lease administration.
- * Represent Microsoft at major Real Estate and Facilities industry organizations.

MICROSOFT CORPORATION, Redmond, Washington and Paris, France, 2009 to 2010
SENIOR GLOBAL PROGRAM MANAGER and "GLOBAL COST CZAR", Real Estate and Facilities
Department. Reporting to Microsoft Global Leader for Real Estate and Facilities. Responsible for managing global
special projects.

Key Achievements:

- * Managed Microsoft Portfolio in France, Italy, Spain, Portugal, Austria and Switzerland. Hired and inducted new Western Europe Area Portfolio Manager.
- * Developed scopes of work, service level agreements and key performance indicators for new FM vendor for EMEA.
- * Developed, negotiated and implemented fee at risk framework and scorecard for FM vendor. Managed and monitored staffing and subcontractor implementations for major sites in London, Dublin and Paris and smaller sites throughout UK, Ireland and France.
- * Drove global real estate and facilities cost savings strategies for Microsoft. Partnered with regional staff to implement a variety of cost savings strategies. The strategies focus on: 1) supply strategies which reduce the cost of real estate and facilities services; and 2) demand strategies that increase the efficiency of the real estate portfolio. Drove \$100's of millions in cost savings efforts across the globe.
- * Achieved \$40 million current fiscal year savings target (set by the CFO) on owned real estate budget. Worked with key business leads to review all operating and capital budgets and identify potential savings opportunities. Presented and recommended savings strategies for implementation to Microsoft CFO and Sr. Vice President of Human Resources.

Primary Responsibilities:

- * Led implementation of European facilities management outsourcing effort (based in Paris, France for six months) for UK, Ireland and France.
- * Interim Area Portfolio Manager for France, Spain, Italy, Portugal, Switzerland and Austria responsible for all real estate, facilities and project activities in these countries.
- * Defined and implemented real estate supply strategies including: negotiate lower rent/blend and extend; reduce space requirement and/or move; consolidate sites and sublease excess space; relocate to lower cost locations; purchase properties where appropriate; cash/revenue generation through sale leaseback and/or sale of surplus property or land.
- * Defined and implemented real estate demand strategies including: dynamic desking/hoteling /free address; telework; reduction of on-site vendors; charge for space based on utilization; space planning guidelines updates; and lab and specialty space consolidation.
- * Developed savings framework and templates, reviewed and evaluated budgets, and identified opportunities for savings. Prepared and delivered presentation on potential savings to Microsoft senior leadership.

MICROSOFT CORPORATION, Redmond, Washington, 2006 to 2009
SENIOR GROUP MANAGER, PUGET SOUND DEVELOPMENT, Real Estate and Facilities Department. 3
Year Capital Budget Responsibility: \$2+ billion, Direct Staff: 7, Total Managed Staff/Vendors: 1000+, project delivery
responsibility over 6 million square feet.

Key Achievements:

- * Led project delivery team through Microsoft's fastest growth in history (new construction of over 2.5 million square feet and tenant improvements of over 3.5 million square feet). Delivered these projects on time and below budget.
- * Drove landlord and lease negotiations on over 3 million square feet of leased space for Microsoft.
- * Managed approximately \$50 million annually in life cycle renewal, tenant improvements, computer labs and other projects in Microsoft's existing Puget Sound portfolio of 13 million square feet.
- * Managed team of development managers, construction managers, architects, general contractors and subcontractors, responsible for delivering over 6 million square feet of space over a three year period.
- * Implemented America's wide construction management outsourcing program.
- * Developed long term master plan to provide office supply solutions to accommodate growth over the next 7-10 years.
- * Completed due diligence (evaluating 4 projects with more than 2.5 million square feet of space) and participated on negotiating team that was responsible for negotiating the largest corporate lease deal in the history of the Seattle area (1.3 million square feet) which included equity participation at the time the properties were sold
- * Identified and implemented over \$200M in budget cuts in response to economic downturn.
- * Achieved over \$100M in minority and woman business enterprise (MWBE) spend.
- * Delivered over 2 million square feet in new construction built to LEED standards.

Primary Responsibilities:

- * Balancing workload across multiple development managers, construction managers, architects and general contractors during the busiest period of construction in the history of the Seattle area. This included identifying new service providers to supplement existing pool to meet the high demand at Microsoft and in the Seattle market.
- * Selecting architects, construction managers, general contractor and key subcontractors for large project delivery.
- * Putting in place processes and tools with local jurisdictions to facilitate entitlement process and permit delivery to allow for delivery of an unprecedented volume of construction at an accelerated speed.
- * Coordinating supply delivery schedule to meet demand driven by Microsoft headcount growth.
- * Developing account management model to make project development managers the primary point of contact and accountability for customer groups who would be occupying the buildings they are responsible for delivering.
- * Implemented programs to achieve key initiatives and targets related to sustainable development and MWBE spend.
- * Personally managed delivery of over 300,000 sq. ft. of new lease tenant improvements in less than six months.

WORLD WILDLIFE FUND, Washington, DC, 2005 to 2006

DIRECTOR OF FACILITIES AND ADMINISTRATION, Annual Budget Responsibility: \$8 million. Direct Staff: 4, Total Managed Staff/Vendors: 35+

Key Achievements:

- * Conducted buy vs. lease analysis to evaluate opportunity to monetize significant equity in WWF's owned DC building.
- * Put in place a lease administration program to track WWF's leases across the globe.
- * Negotiated long term lease renewals (acting as landlord) with three large tenants of WWF's Washington, DC building.
- * Conducted procurement and selection processes for corporate credit provider (resulting in elimination of all fees and implementation of rebate program) and for new travel agency (resulting in on-line tool and lower fees).
- * Implemented new cellular phone policy and contract to reduce costs and risk.

Primary Responsibilities:

- * Management and delivery of all facilities and office services including: facilities management; property management; security; project delivery; moves, adds and changes; catering and beverage; mail; copy; furniture and fixtures; reception and administrative services; audio visual and teleconferencing; and phone services (wired and wireless).
- * Global real estate strategy and implementation including lease negotiations both as a tenant and as a landlord.
- * Procurement strategy and implementation.
- * Corporate credit card program for travel and expense and procurement.
- * Risk management and insurance.
- * Global travel program management.

MICROSOFT CORPORATION, Redmond, Washington, 1996 to 2004

SENIOR FACILITIES SERVICES MANAGER-GLOBAL (Final Position), Real Estate and Facilities Department, increasing responsibility and various positions over 8.5 years. Annual Budget Responsibility: \$120 million, Direct Staff: 7, Total Managed Staff/Vendors: 500+, U.S. portfolio of 5 million sq. ft., International portfolio of 5.4 million sq. ft.

Key Achievements:

- * Achieved 10%+ savings on U.S. facilities and site services budgets resulting in \$60 million in savings over 5 years
- * Outsource planning and implementation resulting in facilities and property management changeover to a single service provider for 8 million square feet of space across the United States
- * Negotiated and implemented fee at risk scorecard with facilities management vendor.
- * Developed and put in place Microsoft's first United States-wide facilities team.
- * Convinced senior business unit managers to transfer facilities staff from business units to corporate real estate group.
- * Developed and implemented web-based service request form and shifted customer service requests from 90% email and phone based to 90% web form based allowing 30% reduction in service desk staffing
- * Developed and implemented customer satisfaction measurement tools, increased client satisfaction by 15%
- * Coordinated worldwide Corporate Services (Real Estate, Facilities, Travel, Procurement and Accounts Payable) globalization initiative.
- * Implemented program to plan, budget for and implement long term lifecycle renewal plan for Microsoft's Puget Sound Campus

Primary Responsibilities:

- * Management and delivery of facilities and office services including: facilities service delivery; property management; security; project delivery; space planning; moves, adds and changes; catering and beverage; mail; copy; furniture and fixtures; reception and administrative services; audio visual and teleconferencing; transportation and shuttle services.
- * Vendor development and management including: development and implementation of RFPs; coordination of vendor selection process and vendor transitions; scope and service level agreement development; incentive-based contract development and negotiations; and performance scorecard development and implementation.
- * Lease administration and property management.
- * Specification and development of technology tools for: financial reporting; customer service requests; customer satisfaction measurement and tracking; move management; and commuter carpool matching.
- * Strategic direction, consulting and implementation support for facilities and site services management of international portfolio.
- * Business plan, work plan and budget development.
- * Personnel management (both local and remote) including HR/outsourcing management
- * Merger and acquisition real estate and facilities integration of newly acquired companies

CITY OF RENTON, Renton Washington, 1994 to 1996,
TRANSPORTATION MANAGER, Department of Planning/Building and Public Works, Direct Staff: 2.

Key Achievements:

- * Obtained \$500K in grant funding to implement local shuttle bus service
- * Planned and implemented first local city run shuttle service in Seattle area.
- * Project management and delivery.
- * Coordinating consultant studies.
- * Briefing and responding to inquiries from elected officials
- * Coordinating community and stakeholder processes
- * Employer and business and government coordination.

Primary Responsibilities:

- * Writing and reviewing reports, plans, recommendations, proposals and environmental documents
- * Working with Commute Trip Reduction affected employers
- * Developing grant proposals, work programs and budgets.

PRESENTATIONS TO THE INDUSTRY

Microsoft Puget Sound Development: From Zero to 5M Square Feet in 3 Years, Presentation to Commercial Real Estate Women (CREW), Presentation at monthly luncheon attended by over 200 (their largest attendance ever), Seattle, WA, February 2007.

Designing Collaborative Outsourcing Partnerships, Presentation to Corenet Global Summit, Chicago, IL May 2004.

Second Generation Outsourcing: A Case Study-Microsoft, International Facility Management Association (IFMA), World Workplace Japan, Yokohama, Japan, March 2003.

Microsoft Facilities Management Procurement, Strategic Facility Management Partners (SFMP), Mountain View, CA, September 2002.

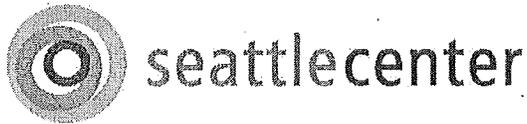
Building a Web-Based Virtual Facilities Service Desk, Tradeline, San Diego, CA, August 2001.

Internet/Intranet Facilities Tools at Microsoft, Tradeline, Washington, D.C., October 2000.

EDUCATION

Master's of Urban Planning and Policy, University of Illinois at Chicago. Degree awarded with honors.

Bachelor of Arts, with major in Political Science, Vassar College, Poughkeepsie, NY.



Seattle Center Advisory Commission

September 2011

15 members: Per Ordinances 91885 and 108936, appointed by Mayor, confirmed by City Council; 3-year terms

1 member: *Get Engaged: City Boards and Commissions* program, appointed by Mayor, confirmed by City Council; 1-year term

D		Member	Position / Background	Term Ends	Serving
6	F	Angela Robar	Vice Chair, Marketing	9-28-12	2 nd term
6	F	Kathleen Joncas	Business, Non-profit	9-28-12	2 nd term
0	0	Vacant	Vacant	9-28-12	Vacant
2	F	Trish Dziko	Business, Education, Tech	9-28-12	2 nd term
0	--	Vacant	Vacant	9-28-12	Vacant
6	M	Bill Block	Chair/Cmte 2 End Homeless, Gov't, Legal	9-28-13	4 rd term
2	F	Donna Moodie	Hospitality, Sales	9-28-13	2 nd term
6	M	Jim Tune	ArtsFund	9-28-13	2 nd term
6	M	Mark Dederer	Bank/Finance	9-28-13	1 st term
6	F	Regina Hall	Bank/Finance, Retired, Sales	9-28-13	3 rd term
2	M	Andrew Lofton	Government	9-28-14	3rd term
6	M	Bob Kaplan	Technology	9-28-14	2nd term
1	F	Hollis Wong-Wear	(Get Engaged)	9-28-14	1st term
6	F	Jan Levy	Non-profit	9-28-14	3rd term
6	F	Shannon Roach	Entertainment, Education, Non-profit	9-28-14	3rd term
0	M	Todd Leber	(Get Engaged)	9-30-12	only

Diversity

		(1)	(2)	(3)	(4)	(5)	(6)			
	Men	Women	Vacant	Minority	Asian-American	African-American	Hispanic Latin@	Native-American	Other	Caucasian
Mayor	5	8	2	4	1	3	0	0	0	9
Get Engaged	1	0	0	0	0	0	0	0	0	1
Total	6	8	2	4	1	3	0	0	0	10