Mike McGinn, Mayor
City of Seattle

January 24, 2011

The Honorable Richard Conlin
President, Seattle City Council
Seattle City Hall, 2nd Floor
Seattle, Washington 98104

Dear President Conlin:

I am pleased to transmit to the City Council the following reconfirmation packet for my reappointment of Robert Nellams as the Director of the Seattle Center. The materials in this packet are divided into two sections:

A. <u>Robert Nellams</u>
This section contains Mr. Nellam's Appointment and Oath of Office forms.

B. <u>Professional Credits</u>
This section contains Mr. Nellam's resume and list of accomplishments.

A dedicated public servant, Mr. Nellams began his career with the City of Seattle in 1982, when he was hired as an accountant. Since then he has held numerous positions – most notably at Seattle Center, first as the department's Director of Patron Services, where he helped to revive a number of operating units, then as Deputy Director starting in 1998. As Deputy Director, he led the Center's efforts in maintaining labor relations negotiating contracts with both labor and vendors, and managed 52% of the personnel and 39% of the operating budget.

Mr. Nellams stepped up as Acting Director in April 2006 and was appointed Director in January 2007, managing the Center's $34 million operating budget and $7.8 million capital budget and maintaining it in the black, while overseeing over 1,000 regular and intermittent employees, including members represented by 12 bargaining units.

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600 Fourth Avenue
PO Box 94749
Seattle, WA 98124-4749

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Mr. Nellams is a lifelong Seattle resident and active member of our community. He is highly regarded for his leadership in City Government, business acumen and ability to build consensus and resolution around complex issues. He graduated from Central Washington University with a Bachelor of Science in Accounting.

Mr. Nellams is well respected in the community and serves as an effective spokesperson for Seattle Center in forums across the region. He is a current member of the Breakfast Group, a non-profit organization of African-American men dedicated to leadership and community service, and a member of the Coalition, an organization of African-American professionals devoted to leadership and public service.

Mr. Nellams is committed to and knowledgeable about the challenges and opportunities facing Seattle Center. He has extensive experience leading a diverse and highly competent workforce, while maintaining a high level of customer service. In addition to his management experience, he is a forward thinking leader, with great ability to resolve issues, quickly. Mr. Nellams will continue to be an asset to the City Council, the Mayor and Seattle Center. He has proven that he is well qualified to direct and steward this treasured city asset.

If you have any questions about the attached materials or need additional information, please contact Tim Killian, Council Liaison to the Mayor at 233-3886.

Sincerely,

Mike McGinn
Mayor of Seattle

Mike McGinn, Mayor
City of Seattle

January 24, 2011

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

Dear Robert:

It is my pleasure to reappoint you to the position of Director of the Seattle Center effective January 24, 2011.

The following conditions apply to your reappointment:

TERMS OF APPOINTMENT: The Director of the Seattle Center is an exempt position which is not covered by the City's Civil Service System. You have been formally reappointed by my office and your reappointment is subject to confirmation by the City Council. Your term of office is at the discretion of the Mayor.

SALARY: Your annual salary will be $137,446.78. This position is included in the City's Accountability pay for Executives (APEX) Program at the Executive 4 level. Your position is exempt from the provisions of the Fair Labor Standards Act, which means that you do not receive overtime compensation. However, as a salaried employee you are not required to use accrued vacation leave or sick leave for occasional absences of four hours or less during any work day.

VACATION: As a department head, you will receive 30 days of vacation each calendar year during which you serve.

HOLIDAYS: You are eligible for 10 holidays and 4 personal holidays per year.

SICK LEAVE: You will accrue sick leave at the rate of approximately one day per month.

GENERAL BENEFITS: The City offers a comprehensive and generous benefits package. You are entitled to medical, dental and vision coverage, and a number of other benefits that you may elect to take advantage of (e.g., retirement, deferred compensation, group term life insurance, etc.). However, medical coverage requires an employee co-pay.

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RETIREMENT SYSTEM: At any time during your employment, you may join the City of Seattle's Retirement System. The City's Retirement System has a mandatory employee contribution of 9.03% of gross pay, and an employer contribution of 9.03%, which will be effective for the pay period ending January 18, 2011, and continuing for the year 2011. *Effective for the first full pay period in January, 2012,* both employee and employer contributions will be deducted from pre-tax "Compensation" at a rate of 10.03% per pay period. If you end your employment with the city of Seattle, prior to retirement, you are entitled to withdraw your own contributions plus accrued interest.

CONFIRMATION HEARINGS: Your reappointment as director is subject to city Council confirmation. Therefore, you will need to attend the confirmation hearing of the full City Council.

I look forward to continuing to work with you in your role as Director. As a member of my cabinet, I am confident that you will continue to help administer sound policies that will make Seattle an even better place in which to work, live and play.

Sincerely,

Michael McGinn

Mike McGinn
Mayor of Seattle

ACCEPTANCE OF OFFER: Please indicate your acceptance of this job offer by signing below and keeping a copy for your files.

_____ _____

Robert Nellams Date

City of Seattle

Notice of Appointment

Name: ROBERT NELLAMS	☒ Executive Appointment ☐ Legislative Appointment
Appointed to: Director, Seattle Center	**Date of Appointment:** January 24, 2011
Authority (Ord., Res.):	**Term of Office** **From:** Confirmation **To: Confirmation + Four Years or Mayor's Discretion**
Comments:	
Authorizing Signature:	**Name and Title of Officer Making Appointments:** Mike McGinn, Mayor

Confirmed by the Following Vote at City Council

In Favor:	**Against:**	**Date:**
Attested by:		**Title:**

City of Seattle
Oath of Office

STATE OF WASHINGTON

County of King,

I, Robert Nellams, confirm that I am the person appointed on January 24, 2011 to the position of Director of the Seattle Center, City of Seattle, in the State of Washington and that I possess all the qualifications prescribed for said position by the Charter of the City of Seattle; that I will support the Constitution of the United States and Constitution of the State of Washington; and the Charter and Ordinances of the City of Seattle; and that I will faithfully conduct myself as the Director of the Seattle Center.

_____
(Signed)

Subscribed and sworn to before me

this _____day of _____, 2011.

_____
Monica Martinez Simmons, City Clerk

ROBERT L. NELLAMS

robert.nellams@seattle.gov ▪ 206-684-7334

SUMMARY

- A visionary leader and skilled public administrator offering superior executive leadership competencies including; effective consensus building, resourceful financial management, strong negotiator, respected community leader, and proven organizational director, who skillfully stewards daily operations toward a sustainable future.

PROFESSIONAL HISTORY

City of Seattle, Seattle, Washington 1982 to Present

DIRECTOR* – *SEATTLE CENTER, 01/07 to present (Acting Director 04/06 to 01/07)

Lead and direct Seattle Center, the Puget Sound region's premier urban park and community gathering place. A department of the City of Seattle, Seattle Center's 74 acre campus is home to the finest cultural and educational organizations, sports teams, festivals, community programs and entertainment facilities.

Specific responsibilities include:

- Manage all operations of Seattle's most popular and recognized public facility, one of the most visited destinations in the United States, hosting more than 12 million visitors per year.
- Develop and administer a $34 million annual operating budget (successfully managed within budget during tenure) and $7.8 million capital budget. Determine priorities to prepare the Center's biennial operating and capital budgets.
- Effectively direct a ten-member executive staff with authority over 1,000 regular and intermittent employees, including members represented by 12 bargaining units and non-represented professionals.
- Report directly to Seattle Mayor Michael McGinn, and serve as a member of the Mayor's cabinet to assure alignment of Seattle Center's activities with the City's strategic goals.
- Maintain positive and collaborative working relationships with the Mayor, City Council, 30+ resident organizations, multiple bordering neighborhoods, diverse ethnic and cultural communities, numerous board and commission members, donors, program sponsors, advertisers, tenants, merchants, special interests and clients.
- Develop and 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 in regards to lease, labor contracts and programming contracts negotiations. Provide oversight of all leases and contracts.
- Effectively negotiate long-term lease, operating and concessions contracts driving a substantial portion of earned revenue to the department (AEG Worldwide, WNBA Seattle Storm, Seattle University Men's Basketball, food concessions in KeyArena and McCaw Hall, campus and venue-specific sponsorships).
- Develop and implement compelling, relevant event programming to serve Seattle's citizens, the surrounding region, and visiting tourists.

Strategically develop and implement short and long range plans for managing financial and programmatic aspects of the department through periods of significant political and economic change.

Notable Accomplishments:

- Successfully led a comprehensive 2-year public process to develop a 20-year redevelopment plan for Seattle Center, the Seattle Center Century 21 Master Plan, adopted by City Council in August of 2008.
- Oversaw the completion of Master Plan early phase projects, including the Broad Street Green, Seattle Center Skatepark, and Theater Commons.
- Created a strategic vision for Seattle Center and championed the development of the Center's 3-year strategic business plan entitled Destination 2012.
- Launched a comprehensive and multi-faceted community planning process for The Next Fifty, a six-month long regional commemoration and celebration of the 1962 World's Fair 50th anniversary.
- Commissioned the development of a Strategic Programming Plan to complement and enhance the physical Master Plan and the Strategic Business Plan.
- Implemented a transformational branding campaign, including new Seattle Center logo, campus signage, media partnerships and advertising/promotion.

DEPUTY DIRECTOR* – *SEATTLE CENTER, 3/98 to 4/06

Led two of the six Seattle Center divisions, Technical Facility Management (trades, laborers, gardeners, 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 staff and 39% of the operating budget. Served as Acting Director as needed.

Notable Accomplishments:

- Substantially upgraded morale and performance in both divisions by administering personnel changes, instituting an Expectation of Leaders contract with all supervisors/managers, and establishing annual goals leading to substantially improved performance (measured in a 2001 consumer survey).
- Effectively negotiated lease, operating and concessionaire contracts with the Seattle Sonics, Seattle Reign of the American Basketball League, Seattle Monorail Services, Bite of Seattle, Seattle School District (establishing Center High School), and numerous merchants, tenants and promoters. Completed successful labor negotiations with eight local unions on three occasions between 1997 and 2006.
- Due to a growing operating deficit brought on by reduced revenues in the department implemented dramatic cost reductions in both divisions of over $1 million dollars annually. Have been recognized by various stakeholders for maintaining high standards of customer satisfaction and safety despite the shortfalls.
- Received a Seattle Management Association Award for Leadership (2000), the result of a nomination by Seattle Center staff members.

***DIRECTOR OF PATRON SERVICES* – SEATTLE CENTER (7/96-3/98)**

Hired to revive a number of operating units (Transportation Services, Customer Services, Office Services, Emergency Services, and Contracts and Concessions) with leadership and morale issues. After one year, received unanimous positive response of turnaround in the units. Promoted to Deputy Director eight months later.

Prior City of Seattle Experience
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)

ADDITIONAL PROFESSIONAL TRAINING

- City of Seattle - City Leadership Institute (CLI), (2004)
- Leadership Development Intensive (LDI), (2001)
- Improving Operations & Customer Service, UW Cascade Center for Public Service, (1998)
- Preparation for Supervision, City of Seattle, (1987)

COMMUNITY SERVICE

- Breakfast Group, (non-profit organization of African-American men dedicated to Leadership and Community Service), current member
- The Coalition (organization of African-American professionals dedicated to Leadership and Public Service), current member
- Kappa Alpha Psi fraternity, current member
- The Next Fifty Learning Committee, Co-Chair
- Joel Mitchell Foundation, founding member and former Board Member (1995-1997)

References available upon request

ROBERT L. NELLAMS

robert.nellams@seattle.gov ▪ 206-684-7334

Director of Seattle Center
January 2007 – Present

Notable Accomplishments

- Managed all operations of Seattle's most popular and recognized public facility, one of the most visited destinations in the United States, hosting more than 12 million visitors per year.
- Successfully led a comprehensive 2-year public process (2006-08) to develop a 20-year redevelopment plan for Seattle Center, the Seattle Center Century 21 Master Plan, adopted by City Council in August of 2008.
- Oversaw the completion of Master Plan early phase projects, including the Broad Street Green (2009), Seattle Center Skatepark (2009), and Theater Commons (2010).
- Created a strategic vision for Seattle Center and championed the development of the Center's 3-year strategic business plan entitled Destination 2012.
- Commissioned the development of a Strategic Programming Plan, implemented in 2010 to complement and enhance the physical Master Plan and the Strategic Business Plan.
- Implemented a transformational branding campaign, launched in 2009, including new Seattle Center logo, campus signage, media partnerships and advertising/promotion.
- Effectively negotiated long-term lease, operating and concessions contracts driving a substantial portion of earned revenue to the department (AEG Worldwide, WNBA Seattle Storm, Seattle University Men's Basketball, food concessions in KeyArena and McCaw Hall, campus and venue-specific sponsorships).
- Launched a comprehensive and multi-faceted community planning process in 2010 for The Next Fifty, a six-month long regional commemoration and celebration of the 1962 World's Fair 50th anniversary.
- Develops and successfully administers a $34 million annual operating budget and over $7 million capital budget.
- Strategically develops and implements short and long range plans for managing financial and programmatic aspects of the department through periods of significant political and economic change.

- Effectively directs a ten-member executive staff with authority over 1,000 regular and intermittent employees, including members represented by 12 bargaining units and non-represented professionals.

- Maintains positive and collaborative working relationships with the Mayor, City Council, 30+ resident organizations, multiple bordering neighborhoods, diverse ethnic and cultural communities, numerous board and commission members, donors, program sponsors, advertisers, tenants, merchants, special interests and clients.

- Develops and presents legislative proposals to the Mayor and the City Council on financial, legal and programmatic aspects of the department. Determines the position of Seattle Center in regards to lease, labor contracts and programming contracts negotiations. Provides oversight of all leases and contracts.