PDA Council Meeting Agenda

Date: Thursday, September 28th, 2017
Time: 4:00 p.m. – 6:00 p.m.
Location: The Classroom

Committee Members: Matt Hanna (Chair), Rico Quirindongo (Vice-Chair), Gloria Skouge, David Ghoddusi, James Savitt, Betty Halfon, Patrice Barrentine, Ray Ishii, Colleen Bowman, Paul Neal, Devin McComb, and Mark Brady

4:00 pm  I. Administrative:  
A. Approval of Agenda  
B. Approval of the PDA Council Meeting Minutes for August 31, 2017

4:05 pm  II. Public Comment Including the Market Community

4:10 pm  III. Programs and Information Items
A. Council Chair Report  
B. Executive Director’s Report  
C. Committee Chair Report  
D. Other Reports

4:25 pm  IV. Key Issues Presentation and Discussion Items
A. Market Commons Six-Month Operating Plan  
B. Executive Director Hiring Process: Review Schedule and Draft Position Specification  
C. General Updates  
   i. Line Management Update  
   ii. Constituency Office Update  
   iii. Community Transit Subsidy Program Alternative

5:40 pm  VI. Resolutions and Other Action Items (Old and New Business)
A. Consent Agenda  
B. New Business  

5:50 pm  VII. Further Public Comment

5:55 pm  VIII. Concerns of Committee Members

6:00 pm  IX. Adjournment
Thursday, August 31, 2017
4:00 p.m. to 6:00 p.m.
The Classroom

Committee Members Present: Matt Hanna, Rico Quirindongo, David Ghoddousi, Colleen Bowman, Ray Ishii, Gloria Skouge, Jim Savitt, Devin McComb, Paul Neal, Mark Brady, Betty Halfon

Staff/Consultants Present: Ben Franz-Knight, Emily Crawford, Lillian Sherman, Marie Gill, John Turnbull, Aliya Lewis, Kalyn Kinomoto, Karin Moughamer, Sian Roberts, Marshall Foster, Kate Cole

Others Present: Chris Scott, Howard Aller, Joan Paulson, Bob Messina, Jay Barroh, Peter Basirri, Brian Fetty

The meeting was called to order at 4:00 p.m. by Matt Hanna, Chair

I. Administrative
   A. Approval of the Agenda
      Proposed Resolution 17-48 was added.
      The agenda was approved by Acclamation as amended.

      Rico Quirindongo entered the meeting at 4:02 p.m.
      Jim Savitt entered the meeting at 4:03 p.m.
      Devin McComb entered the meeting at 4:10 p.m.

   B. Approval of the July 27th, 2017 PDA Council Meeting Minutes
      Howard Aller noted the misspelling of “Pedicabs”.
      The July 27th, 2017 PDA Council Meeting Minutes were approved by Acclamation as amended.

   C. Approval of the Special PDA Council Meeting Minutes for August 10th, 2017
      The August 10th, 2017 Special PDA Council Meeting Minutes were approved by Acclamation

II. Public Comment Including the Market Community
    Bob Messina commented on the new MarketFront public seating outside Old Stove Brewery presented at the Market Historic Commission meeting. Bob relayed that MHC was concerned the public seating design as presented looked like Old Stove branding rather than Pike Place Market branding. Second, Bob noted the various changes to line management and recommended the PDA continue to evaluate the process. He suggested that store owners and staff be prepared to staff line management every day and that will help to better manage the crowds.
Joan Paulson noted her attendance at the two meetings concerning the hiring of an Executive Director hiring firm. She feels that selecting the first firm is not in line with the non-profit goals of the Pike Place Market and that firm feels too corporate. Second, she noted that on Proposed Resolution 17-45 the word “preservation” is not included. Third, regarding Proposed Resolution 17-46, the wording feels like the list provided is an endorsement of the projects. The goal should be to evaluate these projects and the impact on the Market and then report back to the Council. In addition she suggested adding Washington State Convention Center expansion, the Whole Foods and Amazon merge, the closing of the bus tunnel, Washington State Ferry expansion, and the viaduct removal.

Howard Aller updated the committee to say that SDOT cancelled their meeting with him to discuss the First Ave streetcar. If the meeting is rescheduled he will provide the Council with the new date.

Brian Fetty, manager of Seattle Cutlery, asked for assistance with the Starbucks line, which has been consistently impeding with their business. Recently PDA staff and Starbucks staff have been working line management, but appear to stand by the Soames Dunn building. Friday, Saturday, and Sunday, during peak times, his shop is empty because the line is obscuring the display windows. For the last two months the PDA staff has not responded to emails or phone calls. He desperately needs help and it would be great to see it stanchioned off similar to Peroshky Peroshky.

Lillian Sherman announced that the Market Commons is almost complete, they hope to have keys turned over tomorrow. Ribbon cutting will be September 19th at 2 pm and Washington Speaker of the House Frank Chopp will attend.

III. Programs and Information Items
A. Council Chair Report
Matt Hanna noted it’s been a busy month and highlighted the closed sessions on the agenda. Productive conversations are still underway with Office of the Waterfront regarding Overlook Walk, Pike | Pine Renaissance and impacts on loading during the streetcar construction. Matt called out the renaming of MarketFront Committee to Market Connections to allow for exploration of city-wide projects that could impact the Market. Lastly, he thanked Rico Quirindongo and the members of the Executive Director Hiring Committee for their work over the last few weeks.

B. Executive Director’s Report
Ben Franz-Knight highlighted several topics. First, conversations continue with SDOT regarding mitigation measures for the construction of the new Alaskan Way. Several factors will impact the Market, including demolition of the Viaduct (estimated to last 30-days), construction of the roadway (2-year effort), and construction of the Overlook Walk. Initial meetings indicate the parking garage access from Alaskan Way will be closed for one year, possibly less. Ben noted that by the end of October there will be a general outline of terms with SDOT, which will need to be resolved and an agreement in place regarding the mitigation and temporary construction easement for the garage by next March. This is a topic he urged the Council to track after his departure.
Second, John Turnbull and his team have worked out a short term agreement to activate the Atrium Kitchen and manage community benefit programs currently in place. This is a short term agreement and will be evaluated in January and discussed at Council at that time. Experimentation with a site-use fee model for events will take place over the next few months on the MarketFront Pavilion.

Lastly, the budget process is continuing. Over the next two years MarketFront tenant revenue should be fully realized and with the construction of the new Alaskan Way, parking along the waterfront will disappear and the Market parking garage revenue should increase.

David Ghoddousi asked if the SDOT agreement will include mitigation for lost revenue due to reduced access. Ben Franz-Knight responded that is part of the conversations.

Mark Brady asked what the impacts will be on Western Avenue during viaduct teardown and waterfront construction. Ben Franz-Knight will be sure to include that topic in future conversations with SDOT.

Jim Savitt asked when the mid-year budget revision took effect. Ben Franz-Knight responded it was passed at the July Council meeting, retroactive to July 1, 2017.

Matt Hanna asked for clarification of parking revenue and if that is reflective of the mid-year budget revisions. Ben Franz-Knight responded that parking revenue is still trending below the mid-year budget revision but that hopefully will balance out by the end of the year. July was the first month in which parking revenue was higher than the same time last year. Parking throughout the downtown core in adjacent garages was down 20-30% through the first quarter of the year. He will provide a report at the next FAM meeting.

Matt Hanna asked about the comments that were made at the previous Council meeting regarding pedi cabs parking in front of the Information kiosk. Ben Franz-Knight stated that in order to not congest the entrance to the Market, pedi cabs have been asked to wait on the east side of First Ave.

Matt Hanna asked for an update on line management at next Council meeting.

Betty Halfon is concerned about traffic along Western Avenue, especially with the issues known at the stop sign at Virginia and Stewart St. once the viaduct demolition begins and asked what the Market can do to ensure traffic runs smoothly.

C. Committee Chair Report
None.

D. Other Reports
None.

IV. Key Issues Presentations and Discussion Items
A. Overlook Walk Design Updates
Marshall Foster presented an updated concept of the Overlook Walk connecting the MarketFront to the waterfront. The designs are not final and are intended to solicit feedback. The fundamental goal of the Overlook Walk (OLW) is to re-establish a western connection between the waterfront and the Market that will read like a public park, much like the sculpture park. In addition there will be retail elements.

Early feedback has shown that the Market has a web of connections and varied ways that people move through the Market. The OLW goal is to build a primary path that will gently bring people to the waterfront. Included are two new elevator services.

Roughly 20-30% is being cut away from earlier designs due to the complexity and the cost of the structure. A smaller lid allows for more light on the roadway below. Fewer retail elements are included in the revised plans, including removal of a large scale restaurant on the third level of the lid, near the Heritage House.

Marshall walked the Council through the design. Some of the design concepts includes a sloping greenspace terrace with play structures built into the landscape, café terrace walk-up window with simple, prepared food, and a staircase leading to the waterfront. Unfortunately there is too much topography to have a ramp all the way from MarketFront to the waterfront. There will be an elevator on the western overlook, exact location to be determined. Marshall noted the Seattle Aquarium is working closely with Office of the Waterfront in the design of their new exhibit that is within the footprint of the waterfront program.

The slope will be a gentle grade that exceeds ADA requirements and the scale of the walkway mirrors those on MarketFront western walkway. PC1 south parking will be screened with landscaping. SDOT is in talks with the PDA to provide mechanical ventilation necessary in PC1 south garage, which is necessary with the screening. There will be a canopy for weather protection, the design is still being determined.

Marshall ended by reviewing next steps. In the fall there will be intensive coordination with the aquarium and he will continue working with Ben Franz-Knight and the Market Connections Committee on the details of the design, retailing, and other pieces. A new 30% schematic design will be released in early 2018 and that will include the aquarium plans.

David Ghoddousi commented that this is much improved and asked what impact the canopy will have on the Heritage House views. Marshall Foster responded there will be an impact, but noted the final design isn’t complete. Sian Roberts included that the final height of the canopy is unknown at this point. The floor of the café is below the Heritage House parking garage. The canopy will have a small impact. David asked for clarification on the number of elevators. Marshall responded there will be two elevators, one on the property line of MarketFront and PC1 south and the other will be on the western edge.

A conversation continued about the reliability of elevators and recommendations to have multiple installed in the same location. The idea of connecting the Overlook with the PC1 south garage elevator and stairwell is being explored.

Rico Quirindongo asked Marshall to speak more about the parking garage ventilation as well as how the Council can provide more input on the 30% design phase between now and January.
Marshall said he would like to continue attending Market Connections meetings and is happy to attend full Council. Regarding the ventilation, SDOT will do what it takes to meet code.

Betty Halfon asked who will maintain the elevators. Marshall stated the City would take responsibility but noted there will be conversations to explore how the Market could be put in a position of doing that for the city. The City will be leaning on the Market to better understand what is needed to manage a public space such as this.

Colleen Bowman asked if there is still a connection between Heritage House parking garage and Overlook Walk. Marshall noted there will not be a direct connection between Heritage House. Sian Roberts noted you can still access OLW from the Heritage House parking garage, but you cannot access the café directly.

Marshall Foster noted there is roughly 10,000 sq. ft. along Alaskan Way. Some of the space will be for storage, mechanical, and operations space as they are very narrow. The retails space has not been identified but ideas are to make it a maker space, with cultural programs and social services and an RFP process will be utilized as it gets closer to opening.

Jim Savitt asked when Overlook Walk will be completed and if there will be a way to connect the Market to the waterfront during construction. Marshall responded that Overlook Walk will be completed in 2023 with the roadway beginning construction in 2019. There will be no direct connection to the waterfront during the construction phase. Jim noted his concern for waiting roughly six years until that connection is complete and asked how much the project will cost. Marshall replied this is a $100M project. This element of the waterfront project relies heavily on local improvement district and philanthropy funds. Marshall noted that a feasibility study was recently conducted to assess the potential of the OLW and if there will be enough benefit to downtown real estate to justify the cost. Early indications say yes. The study can be found at watwaterfrontseattle.org.

Lastly, Jim Savitt asked if any part of the project is in the historic district. Marshall Foster responded no.

B. Executive Director Search Firm Recommendation

Proposed Resolution 17-48 was handed out and Rico Quirindongo introduced the resolution which states that:

WHEREAS, the PDA is a public corporation responsible for the efficient development and operation of the Market and for the effective provision of services designed to preserve and promote the economic health of the Market and its tenants consistent with the Urban Renewal Plan, the Historic District Ordinance and Guidelines, the PDA Charter, deed restrictions, and other City and State ordinances and laws; and,

WHEREAS, The Executive Director of the Pike Place Market Preservation and Development Authority submitted his resignation form the PDA on August 1, 2017, effective October 27, 2017; and,
WHEREAS, the Pike Place Market PDA Council has evaluated and interviewed three executive search firms to assist in the hiring of a new Executive Director; and,

NOW, THEREFORE, BE IT RESOLVED, that the PDA Council enter into a contract with Herd Freed Hartz, in an amount not to exceed $45,000 plus expenses for the purpose of assisting the PDA Council in the hiring of the Executive Director of the PDA.

The funds for this project will be drawn from Consulting GL 483042-00.

Rico Quirindongo outlined the process to date and provided an overview of the qualifications and reasons for recommending the firm Herd Freed Hartz. Matt Hanna added the firm has deep experience, including working with governmental organizations, non-profit, and for-profit businesses and feels confident in the recommendation. Jim Savitt added that HFH was the first choice for five of the six Committee members and the sixth was ok with the recommendation.

Ben Franz-Knight recommended amending the resolution to include expenses to not exceed 10% of that amount or make it $50,000 to include $5,000 in expenses.

Matt Hanna confirmed the friendly amendment to be “expenses not to exceed $5,000.”

David Ghoddousi added another amendment to include “preservation” in the sentence “...responsible for the efficient preservation, development, and operation of the Market...”

Betty Halfon moved the proposed resolution and David Ghoddousi seconded the motion.

For: Matt Hanna, Rico Quirindongo, David Ghoddousi, Colleen Bowman, Ray Ishii, Gloria Skouge, Jim Savitt, Devin McComb, Paul Neal, Mark Brady, and Betty Halfon
Against: 0
Abstain: 0

Proposed Resolution 17-48 passed by a vote of 11-0-0.

Matt Hanna asked Rico Quirindongo to reach out to the firms and schedule HFH to attend the next EDHC meeting.

C. Market Foundation Services Agreement
Ben Franz-Knight noted that included in the packet are the original, second supplemental, and first amendment to supplemental services agreement with the Market Foundation. Franz-Knight provided history of the relationship between the PDA and Market Foundation.

V. Closed Session
The Council Chair stated that the Council would go into closed session at 5:13 p.m. to review the Market Foundation Services Agreement, Collective Bargaining Agreement and the License Agreement with Chief Seattle Club and return into open session at approximately 5:43 p.m.

The Council entered into closed session at 5:14 p.m.

A. Review of Market Foundation Services Agreement - RCW 42.30.140 (4)(b)
B. Collective Bargaining Agreement – RCW 42.30.140 (4)(b)

C. Review of License Agreement – RCW 42.30.110(c)
   i. New License – Chief Seattle Club, 1901 Western Ave/Pavilion

The Council entered into open session at 6:04 p.m.

The Council discussed the Market Foundation Services Agreement, Collective Bargaining Agreement and the License Agreement with Chief Seattle Club during the closed session.

VI. Resolutions and Other Action Items (Old and New Business)
A. Consent Agenda
   iv. Proposed Resolution 17-43: Employee Medical and Dental Coverage 2017-2018
   v. Proposed Resolution 17-44: Lease Proposals August 2017
   vi. Proposed Resolution 17-45: Establishment of Executive Director Hiring Committee
   vii. Proposed Resolution 17-46: Approval to Rename the MarketFront Committee

B. New Business
   i. Proposed Resolution 17-39: License Agreement
      Ben Franz Knight introduced proposed resolution 17-39 which states that:

<table>
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<tr>
<th>Tenant</th>
<th>Term</th>
<th>Start Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Seattle Club</td>
<td>One (1) Year</td>
<td>September 2, 2017</td>
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</tbody>
</table>

(Colleen Echohawk)

Ray Ishii moved the proposed resolution and seconded the motion. For: Matt Hanna, Rico Quirindongo, Colleen Bowman, Ray Ishii, Gloria Skouge, Jim Savitt, Devin McComb, Paul Neal, Mark Brady, Betty Halfon Against: 0 Abstain: David Ghoddousi

Proposed Resolution 17-39 passed by a vote of 10-0-1.

      Ben Franz-Knight introduced proposed resolution 17-47 which states that:

WHEREAS, the PDA is a public corporation responsible for the efficient development and operation of the Market and for the effective provision of services designed to preserve and promote the economic health of the Market
and its tenants consistent with the Urban Renewal Plan, the Historic District Ordinance and Guidelines, the PDA Charter, deed restrictions, and other City and State ordinances and laws; and,

WHEREAS, Teamsters Local Union No. 117 was certified by the State Public Employees Relations Commission as the bargaining agent and representative of certain PDA Maintenance, Security, Facilities, Parking and Residential staff; and,

WHEREAS, the PDA’s bargaining representatives in negotiations with Union representatives have drafted a proposed contract agreement which has been approved by the Union; and,

NOW, THEREFORE, BE IT RESOLVED, that the PDA Council approves the contract between the PDA and Teamster Local 117 for the PDA Maintenance, Security, Facilities, Parking and Residential Manager bargaining units, for a term of three years, from October 1, 2016 to September 30, 2019, as ratified by the represented PDA staff and directs the Executive Director to execute the contract on behalf of the PDA.

Betty Halfon moved the proposed resolution and Gloria Skouge seconded the motion.

For: Matt Hanna, Rico Quirindongo, David Ghoddousi, Colleen Bowman, Ray Ishii, Gloria Skouge, Jim Savitt, Devin McComb, Paul Neal, Mark Brady, Betty Halfon
Against: 0
Abstain: 0

Proposed Resolution 17-47 passed by a vote of 11-0-0.

All proposed resolutions were approved by acclamation.

VII. Further Public Comment
Peter Basirri from Seattle Cutlery stated he has been in the Market for 40 years and has not seen an issue such as the Starbucks line. He noted that he has been going back and forth with PDA management regarding the Starbucks line management. He is very concerned that the PDA property management does not respond to emails and phone calls. Peter would like the PDA Council to set an agenda on a timeframe and how this issue is going to be addressed by PDA management during the offseason.

Joan Paulson noted her concern for the events staff being laid off and outsourcing responsibilities. She believes the lack of staff will reduce the ability for the Market to maintain continuity for the management of events in the Economy building. Outsourcing is not what the Market is about. Joan asked the board to reconsider the closing of the events department.

VIII. Concerns of Committee Members
David Ghoddousi asked for an update on the Constituency office options. Ben Franz-Knight responded there is a draft floor plan and will be asking the Merchant Association to sign off on them before being presented to the Constituency for consideration.
Colleen Bowman asked if a representative from the Orca program could come talk to the Pike Place Market community about Orca pass options. Matt Hanna agreed.

Rico Quirindongo noted that the next few months are going to be busy for the Council and wants to make sure the Council is keeping an eye on all of the changes going on around the Market, including the Overlook Walk and Pike|Pine Renaissance.

Matt Hanna noted the Council will gather data and consult with staff and report back to Peter regarding line management.

IX. **Adjournment**

The meeting was adjourned at 6:10 p.m. by Matt Hanna, Chair.

Meeting minutes submitted by:
Karin Moughamer, Executive Administrator
Section II:

Programs and Information Items
Executive Director’s Report
September 2017

Date: September 25, 2017
To: PDA Council
From: Ben Franz-Knight
Subject: Executive Director’s Report – September 2017

SUMMARY

Following Labor Day we have started several capital projects, most notably repairs to the Desimone Bridge and North Arcade roofs. This work will take a little over a month and will be concluded prior to the busy holiday shopping season.

Budget planning for 2018 is well underway with the first draft of the Proposed 2018 Budget presented to the Finance and Asset Management Committee on September 19th. The Budget retains the mid-year expense and revenue adjustments including more accurate projections for garage revenue based on this 2017 YTD actual performance.

Tenant improvements continue for Old Stove and Little Fish with indi Chocolate and Honest Biscuits celebrating the completion of all of their major TI work the week of September 18th.

Finally, the Market Foundation held a grand-opening for the Market Commons which is now open on Western Avenue. The Foundation also prepared the first Six Month Operating Plan for the Commons, which will be presented at this month’s Full Council meeting.

KEY OPERATING METRICS

<table>
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<tr>
<th>Commercial Tenant Sales as Compared to Previous Year*</th>
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<tbody>
<tr>
<td>Year to Date Sales (July 2017):</td>
</tr>
<tr>
<td>Restaurants:</td>
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<tr>
<td>Food:</td>
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<tr>
<td>Mercantile:</td>
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</tbody>
</table>
Several charts are also attached highlighting year-over-year sales trends through July with partial sales reports for August.  
**Reflects the mid-year budget adjustment effective July 1, 2017.**  
*** Actual performance is $345,135 over budget as reflected in preliminary year end statement.

**Operating Income after Required Reserves and Debt Service**
August operating income is performing on track and in-line with the mid-year budget revisions. Commercial activity remains over budget along with surface parking. Garage parking still remains under budget. Total operating expenses continue to remain under budget year-to-date.

**Farm and Craft Attendance**
The number of active farm permits bounced back to 95, however attendance was down 7.3% compared to August 2016. Revenue from remote Farmers Markets remains strong especially at City Hall and Denny Regrade which experienced 64% and 51% revenue increases respectively. The WIC/Senior FMNP Match program saw a large increase this month with over $4,000 in matching funds (compared to $500 in July). Overall daystall attendance continues to be impacted by a decrease in the mid-week presence of senior permit holders.

**MARKET PROGRAMS**

**Marketing**
- Promoted Market businesses and activities via the website and social media, with a total of 274,972 Facebook likes, with a weekly reach of 1,268,135. Twitter followers increased to 79,214. In addition we have 58,979 Instagram followers and a dip in both website views with 97,703 and mobile website views of with 58,406.
- 24 filming inquiries with five editorial requests, including NHK Japan tourism show, Somewhere Street, City AM Magazine cover story, Seattle Channel broadcast with Mayor Murray, FOX Sports b-roll and the Drum UK Creative Cities.
- The 110th Anniversary Market Campaign was very successful! #PikePlacePeople was a popular social media campaign with nearly 20,000 Facebook views and nearly 15,000 Instagram views. Overall the 110th Anniversary social media campaign reached 245,789 people with a click thru rate of .55%, well above national average. Lastly the campaign featured Metro Bus Ads which had nearly 5 million impressions throughout the city.
Farm and Daystall

- Continued planning efforts for the October 14th Seattle Made event and the October 20th Behind the Table.
- City Hall Market continues to increase revenue and added translation services to better serve large numbers of shoppers coming from the China Town International District.
- The Market welcomed Dog Mountain Mushroom from Skagit County.

Market Programs Committee - Key Actions and Discussions

- Received an update on 110th Anniversary social media campaign and the Out of Home Metro bus ads featuring Wednesday Night Farmers Market with a call out to 110th Anniversary.
- The Marketing team is developing the 2017 Holiday Program which will include an online shopping guide and a new program for the MarketFront pavilion aimed drawing locals and visitors to the Market with a unique experience that will become an enduring holiday tradition.

FINANCE AND ASSET MANAGEMENT

Finance and Accounting Department

- Processed all payables and receivables
- Commenced work with the State Auditor with the annual State Audit. The audit is anticipated to take approximately a month.
- Commercial revenue is trending above budget due to increase in base rent for retail, common area, and percent rent
- Up to date with payments on debt and Pension Plan contribution and on track for budgeted contribution to CRRF
- The proposed 2018 Operating Budget was presented to the Finance & Asset Committee for review and comment. Community comment will be received at a special meeting on September 27th

Residential

- Vacancy rate has returned to the budgeted 3%
- Rent in Livingston Baker will increase starting November 1st and WASH is seeing the first turnover in tenants, however those vacancies are being filled quickly
- At the end of August Wi-Fi service was activated in the lobby of WASH

Commercial

- Continued active lease administration work to ensure compliance and consistent operations
- Little Fish and Old Stove continue tenant improvements in MarketFront

Capital Projects

- A response from Office of the Waterfront is expected soon with regards to the Completion and Compliance letter submitted last month
- Installation of new Arcade and Desimone Bridge roofs underway
- Resolution to hire Term Architect was approved but requires further discussion at Full Council
Parking
- Garage performance continues to improve over the first half of the year, however, revenue is still below budget and will likely remain so through the balance of the year.
- Our new Parking Manager has recommended several rate adjustments during the shoulder season to bolster garage utilization and we will continue to actively promote Market Parking through the holidays.
- Revenue from the surface parking lots remains ahead of YTD projections
- New audio warning system has been installed the new garage exit

Maintenance and Facilities
- Continued tracking MarketFront items including two minor leaks adjacent to planters, one near Steinbrueck/Native Park and one at the top of the steps outside the Senior Artist units
- Construction began on new Arcade and Desimone Bridge roofs
- Commercial anti-graffiti film installed on MarketFront windows and the west facing windows on Leland residential were resealed
- Processed 207 tons of garbage and 28 tons of fish ice melted in August

Security
- Conducted routine patrols and provided support for filming and events
- Responded to calls for service in the Market, fire alarms and requests for assistance (e.g. commercial tenant after hours building access)
- Provided support for events
- Continued patrol of MarketFront residential and Western Ave

Finance and Asset Management Committee - Key Actions and Discussion
- Reviewed Financial Statements for August 2017
- PDA Directors and Managers presented draft 2018 Operating Budget
- Approved Proposed Resolution 17-50: Lease Proposals for September, 2017

MARKET CONNECTIONS
- SDOT presented on the Pike|Pine Renaissance: Act One
- Construction has started to connect Steinbrueck/Native Park and MarketFront
- Tenant improvements continue. Little Fish is under construction and Old Stove is now required, by new code, to install an additional auxiliary tank to capture waste product.

EXECUTIVE DIRECTOR HIRING COMMITTEE
- The Council approved creation of the Executive Director Hiring Committee, which will meet regularly until the new Executive Director has been hired. Councilmember Rico Quirindongo is chair of the committee.
- Herd Freed Hartz (HFH) has been contracted to conduct the search for the new Executive Director
- HFH is actively conducting stakeholder and potential candidate outreach and is working on a draft position specification to present to council this month
### PDA Employee August 2017 Anniversaries:

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<th>Years</th>
<th>Name</th>
<th>Last Name</th>
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<td>3yrs</td>
<td>Sarah</td>
<td>Leaptrot</td>
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<tr>
<td>1yr</td>
<td>Chris</td>
<td>Cressel</td>
<td>Facilities</td>
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PDA Council & Committees
2017-2018 Standing Committees

PDA Council: Matt Hanna (Chair), Rico Quirindongo (Vice-Chair), Gloria Skouge (Secretary/Treasurer), David Ghoddousi, James Savitt, Betty Halfon, Patrice Barrentine, Ray Ishii, Colleen Bowman, Paul Neal, Devin McComb and Mark Brady.

Executive
Matt Hanna – Chair, PDA Council
Rico Quirindongo – Committee Chair, MarketFront
Betty Halfon – Committee Chair, Market Programs
Ray Ishii – Committee Chair, Finance & Asset Management
David Ghoddousi – Officer at Large
Gloria Skouge – Officer at Large

Market Connections
Rico Quirindongo – Chair
Colleen Bowman – Vice Chair
David Ghoddousi
Devin McComb
Jim Savitt
Gloria Skouge
Mark Brady

Market Programs
Betty Halfon – Chair
Patrice Barrentine – Vice Chair
Colleen Bowman
David Ghoddousi
Paul Neal
Gloria Skouge
Mark Brady

Finance & Asset Management
Ray Ishii – Chair
Gloria Skouge – Vice Chair
Patrice Barrentine
David Ghoddousi
Devin McComb
Paul Neal
Jim Savitt

Executive Director Hiring
Rico Quirindongo – Chair
Colleen Bowman
Mark Brady
Matt Hanna
Jim Savitt
Gloria Skouge
Section III:

Key Presentations &
Supporting Documents
Draft Schedule  
Executive Director  
Pike Place Market PDA Selection Process

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>September 6 – 26, 2017</td>
<td>Stakeholder Engagement / Public Meetings on Position Specification</td>
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<tr>
<td>September 26, 2017</td>
<td>Position Specification Draft Delivered</td>
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<tr>
<td>September 27, 2017</td>
<td>ED Hiring Committee Meeting: Review Position Specification Draft</td>
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<tr>
<td>September 28, 2017</td>
<td>PDA Council Meeting</td>
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<tr>
<td>October 3, 2017</td>
<td>Formatted Final Draft Delivered</td>
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<td>October 4, 2017</td>
<td>ED Hiring Committee: Approves Formatted Position Specification</td>
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<td>October 5 – October 24, 2017</td>
<td>Candidate Outreach (Sourcing)</td>
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<td>October 11, 2017</td>
<td>ED Hiring Committee Meeting</td>
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<td>October 18, 2017</td>
<td>ED Hiring Committee Meeting</td>
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<td>October 20, 2017</td>
<td>Initial Resumes Sent for Review</td>
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<tr>
<td>October 25, 2017</td>
<td>**ED Hiring Committee: Semi-Finalist Candidate Selection</td>
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<td>PDA Council Meeting</td>
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<tr>
<td>November 1, 2017</td>
<td>**Retreat: Discussion and Confirmation of Semi-Finalists</td>
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<td>November 8, 2017</td>
<td>**ED Hiring Committee: Semi-Finalist Interviews</td>
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<td>November 15, 2017</td>
<td>**ED Hiring Committee: Semi-Finalist Interviews</td>
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<td>November 22, 2017</td>
<td>**ED Hiring Committee: Finalist and Final Process Determination</td>
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<td>November 23, 2017</td>
<td>Thanksgiving Holiday</td>
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<td>November 22 – December 5, 2017</td>
<td>Initial Candidate Backgrounding (references, assessments, etc.)</td>
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<td>December 6, 2017</td>
<td>Stakeholder Interactions: Day 1 of Final Process</td>
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<tr>
<td>December 7, 2017</td>
<td>Special PDA Council Meeting: Board Interviews (Day 2 of Final Process)</td>
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<tr>
<td>December 13, 2017</td>
<td>Executive Committee Meeting: Full Council Attendance Required for Final Candidate Vote)</td>
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**Meeting Held in Executive Session for the Purpose of Candidate Confidentiality**
Section IV:

Consent Agenda Items
## Lease Proposals
### September 2017

<table>
<thead>
<tr>
<th>Tenant</th>
<th>Term</th>
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<tr>
<td>Jasmine Thai</td>
<td>Two (2) Years</td>
<td>October 1, 2017</td>
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<td>Jasmine Thai Restaurant, LLC.</td>
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<td>Milseog</td>
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<td>Nathan Gottlieb</td>
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<td>Wild Fish Poke</td>
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<td>October 1, 2017</td>
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<td>Ching Yun Han</td>
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**Gloria Skouge, Secretary/Treasurer**  
**Date**

**Date Approved by Council:**  
**For:**  
**Against:**  
**Abstained:**
Section V:

New Business Items
Authorization for Contract Authority – Term Architect
September 2017

WHEREAS, the Pike Place Market Preservation and Development Authority (PPMPDA) was chartered by the City of Seattle pursuant to RCW 35.21.730 et. Seq with the mission of promoting enterprises essential to the functioning of the Pike Place Market, including the preservation and expansion of the low-income residential community, the promotion and survival of small businesses, and the expansion of services to the public market and community; and,

WHEREAS, in order to maintain the viability of the Pike Place Market buildings the PPMPDA has determined that a Term Architect is needed to move ahead on designs for various Market Projects; and,

WHEREAS, the PPMPDA conducted a public process and issued a Requests for Qualifications (RFQ) for Architectural Services in accordance with its Purchasing Guidelines and received seven (7) proposals, and conducted interviews of 2 finalists, SHKS was identified as the best qualified to address the needs specifically related to design of various Market Projects; and,

WHEREAS, the PPMPDA and is now ready to enter into contract with SHKS in an initial amount not to exceed $30,000 for design services for various Market Projects; and,

NOW, THEREFORE, BE IT RESOLVED that the PPMPDA Council authorizes the PPMPDA Executive Director or his designee to enter into a contract with SHKS Architects for an initial amount not to exceed $30,000, for the purpose of designing architectural elements within the Market Historic District.

The funds for this project will be drawn from Capital Projects 163823-00 Term Architect.

_______________________________
Gloria Skouge, Secretary/Treasurer
Date

Date Approved by Council:
For:
Against:
Abstained:
Section VI:

PDA Committee Minutes
Executive Director Hiring Committee
Meeting Minutes

Wednesday, August 30th, 2017
4:00 p.m. to 6:00 p.m.
Classroom

Committee Members Present: Rico Quirindongo (Chair), Matt Hanna, Gloria Skouge, Jim Savitt, Mark Brady

Other Council Members Present:

Staff/ Consultants Present: Emily Anthony, Sarah Meyer, Karin Moughamer

Others Present: Howard Aller, Bob Messina, Joan Paulson

The meeting was called to order at 4:02 pm by Rico Quirindongo, Chair.

I. Administration
   A. Approval of the Agenda
      The agenda was approved by acclamation.
   
   B. Approval of the August 23rd, 2017 Executive Director Hiring Committee Meeting Minutes
      The August 23rd, 2017 Minutes were approved by acclamation.

II. Announcements and Community Comments
    None.

III. Interview: Clover Search Works
    Emily Anthony introduced herself and provided information on the history of Clover Search Works and their strength and expertise in serving non-profit organizations, especially during times of transition.

    Rico Quirindongo started the conversation by asking Emily to talk about Clover Search Works approach and process to searching for an Executive Director.

    Emily began by stating that the biggest variable to creating the timeline is calendar coordination of the hiring committee, followed by identifying what the starting point is for the organization. Clover Search Works helps organizations identify what they are looking for in a new person, what are the goals, and what it will take to get there. She encourages organizations to take time at the beginning to critically evaluate the position.

    Mark Brady asked about the structure of the organization and how many applicants the Council can expect to see during this search. Emily stated she has two partners. One person is appointed the lead but all contribute and work on the process collaboratively. The number of applicants
varies depending on the organization, position, and salary. She expects that this position will draw in a large pool.

Jim Savitt asked Emily to trade spaces and imagine she is on the Council. What would be the key skills, experiences, and attributes she would look for in a new Executive Director? Emily began with someone who is a community building and a good communicator who can bring people together. After further clarification and conversation with Jim she continued that in a community that is this diverse, someone who could wear a lot of hats, such as someone who could weed the urban garden and then go meet with the major.

Jim Savitt next asked for an example of a project she’s worked on that is most similar to Pike Place Market. Emily responded the Market is unique. They recently completed the search for the head of Hutch Kids and it is similar in that it’s a non-profit embedded in a much larger organization with a large, diverse staff and the ED will also need to work with the Hutch board.

Lastly, Jim asked how Clover Search Works would conduct a national search. Emily noted that her firm is really good at working in partnership with the client. Often times the right person is already connected either directly or through a related network. If provided contact information Clover Search Works is great at picking up the phone and making connections. They excel at making and building relationships.

Matt Hanna asked how Clover Search Works creatively identifies potential candidates beyond networks and job boards. Emily responded that it’s about starting conversations within the Council’s network and looking to organizations with similar mission and similar values and approaching individuals within those organizations about the opportunity. The creative aspect is what makes the search fun. Emily added that it’s not about who has the largest rolodex but how a search firm can build relationships with a strong set of candidates. It’s important for the Council to set realistic expectations and think about what projects in the near future this individual is going to have to deal with.

Matt Hanna asked what some of Emily’s fears or concerns about taking on this search. Emily responded that she would want to know more about the organization. Clover Search Works takes on clients because they care and want that organization to succeed. Taking on this search would be a huge responsibility.

Gloria Skouge asked Emily if it’s realistic to conduct this search within 12 weeks. Emily stated that it’s about the Council’s willingness and availability to work with Clover. They can make the Market a number one priority but the Council will need to make a lot of time. Gloria continued by asking how Clover Search Firm communicates the complexity of this position. Emily responded that most people will understand the demand on time this position requires but if the position requires 14 hours a day, maybe the job description should be revised.

Rico Quirindongo asked a couple questions on behalf of Colleen Bowman, who could not attend. He stared with which client operated most like a business or government entity? Emily replied in a way Fred Hutch operated more like a business. Rico continued by asking how recent placements at Hutch Kids, Powerful Voices, and Social Venture Partners are going. Hutch Kids placement hasn’t started yet. Powerful Voices is a year in and doing well and Social Venture Partners is going well but she doesn’t know any details. There isn’t a client she wouldn’t connect
the Council with. Rico asked if there is an ED that has been in their role longer than a year. Emily said that the PEPS ED was placed in 2015 and that is a challenging position and she’s doing well. Lastly, Rico asked how she and her partner handle disagreements over candidates. Emily said that healthy debate is good and she is always willing to give a candidate 20 minutes on the phone.

Rico Quirindongo asked how she recommends engaging stakeholder groups in the process. Emily responded it’s a balancing act. It’s important to create opportunities for stakeholders to provide input but also communicating to them that their input is one piece of the equation. She cautioned throwing the whole community at them because there is a wooing aspect to finding the right person. There are ways to provide informal opportunities for community feedback.

Jim Savitt asked if there is such a thing as too much client involvement. Emily replied that she is willing to share all materials with the Council and it’s really about how much time each party has to participate in the process. One area where client involvement can be really valuable is during reference checks. Jim followed up by asking if the fees quoted includes the full range of services. Emily responded yes.

Emily concluded by thanking the Council for the invitation to present their services and appreciates the opportunity.

IV. Discussion
Matt Hanna noted that Herd Freed Hartz appears to focus on the for-profit sector while Clover Search Works focuses on non-profit. He would not recommend selecting a firm that has solely focused on non-profit since the Market operates in many ways like a for-profit.

Rico Quirindongo did not get the impression that a national search is a strength of Clover Search Works and was concerned that their focus on smaller organizations would not fit the Market’s needs.

Mark Brady hopes that one of the three candidates works for the Council so that the timeline isn't pushed back too far.

Jim Savitt noted the Council is going to be a hands-on client and is confident that one of the three firms will work, with price being the one unknown in the equation.

V. Interview: Waldron
Sarah Meyer started by introducing herself and providing information on the firm’s background. Waldron’s focus is on the social sector and is a certified B Corporation. Waldron has conducted a number of city manager and non-profit CEO, program officer, CFO, and a variety of other positions in large and small non-profits.

Rico Quirindongo started by asking Sarah to provide some additional information on Waldron’s search process.

Sarah started by directing the Council to the 14-week timeline included in the proposal. Stage one starts with discovery (first three weeks), working with the Council and stakeholders. They consider themselves a consultative partner and work to understand the culture of the
organization. Together the position profile is created and used to market the position. The next 6-8 weeks is used to identify candidates, including passive candidates that aren’t necessarily looking for a new job. It can be valuable to do a national search since you never know if there is a Seattle native looking to come home or someone that is running a similar organization outside of Seattle. They check-in to ensure the process is on track and a chance to look at the pool of candidates, including those who they don’t recommend. At week 11 they provide candidates with the highest potential and then the interview process begins.

Rico Quirindongo asked how Waldron works with and assesses stakeholder input. Sarah gave the example of the recent search for the CEO of Social Venture Partners for which there were several different stakeholder groups involved. Before the position profile was advertised, the 500 partners that make up SVP was invited to a presentation to provide input. During the semi-final interviews they invited community members to participate in round robin interview panels and that information informed the final candidate selection.

Rico followed up by asking for more detail on the 14-week timeline. Sarah responded that the timeline provided was not customized for the Council and is a good replica of what would be used. If the Market has a stakeholder engagement process then Waldron would need to build that in on the front end during discovery and at the end during interviews.

Mark Brady asked for more information on how Waldron conducts a national search. Sarah responded that they post on social media, and specialized groups to post the position statement. They don’t limit the search to the people they already know and are connected to. They will ask the Market for their contacts but will also use their research team to conduct research on similar organizations and actively recruit across the country.

Gloria Skouge noted that the Council is under a time crunch and asked if a 14-week timeline is reasonable. Sarah responded that she would need to know more about the Council’s needs and the stakeholder groups and process.

Matt Hanna asked Sarah to talk about how Waldron would fold in public participation into the search process. Heather Gantz, who is the public sector expert, would partner with Sarah on this search. The process would be tailored to the client and provided examples of clients that utilized surveys to help create the position profile. Matt continued by asking if there were searches in the public sector that resemble the Market search. Sarah noted the positions included in the handouts. Lastly Matt asked what her concerns are for taking on this high profile search. Sarah responded that she still needs to know more about the Market but continued by saying that she would need the client to be a partner and asked if the Committee has authority to make decisions. Sarah concluded by asking the Committee what their process is and how that would affect the overall search process.

Jim Savitt asked about office locations. Sarah responded that Waldron has offices in Seattle, Portland and San Francisco. She is based out of Seattle and Heather is in Portland. Waldron works as a team and all of the offices are connected.

Jim Savitt asked if Social Venture Partners is most like the Market search. Sarah said yes, but she hasn’t worked on many public sector placements which is why Heather is involved.
Jim continued by asking Sarah to pretend she is on the Council and to tell him what attributes she would look for in a new ED. Sarah responded someone with a high level of interpersonal relationships, high emotional intelligence, someone who can walk into the room of a funder and talk about the organization passionately, someone who connects with the history, someone with presence and gravitas and who can roll up their sleeves and get to work.

Sarah likes to work with engaged clients and believes that makes the search stronger. She is happy to share all the resumes through the dashboard, weekly, with the Council. The issue she has experienced working with committees is schedule and not keeping commitments.

A conversation about how searches are handled based on value. Their fee is standard in the business and in her opinion clients gets a lot of value.

Rico Quirindongo asked why references were not included in the handout. Sarah responded they like to provide clients a heads-up before handing out their information. She is happy to provide references at any time. Sarah talked about their client management system and how applicants are treated throughout the process.

Rico asked how the work is split. In this search the Market would be getting two directors to review resumes and conduct interviews. Sarah would be the primary contact.

Sarah Meyer asked several questions about stakeholders, including how you engage stakeholders, who needs to be involved and what are the best methods for connecting with stakeholders. Jim Savitt provided examples of the stakeholders, including the City of Seattle, City government, Market tenants, PDA staff, and the Market community which consists of people who live, work, and spend a lot of time in the Market. Jim provided some background on the ED search in 2010.

Sarah asked about the role of the Committee and the decision making process. Rico Quirindongo responded the Committee would need to design the process with the consulting firm. The Committee is able to make interim decisions but not substantive decisions. Those will need to be brought before full Council.

Lastly, Sarah asked what is most important to the Council in the process besides getting the right candidate. Rico believes a level of transparency that allows people to see what the Committee is doing and that the community was part of that process.

**VI. Community Comments**

Bob Messina is interested in seeing how the timeline progresses and doesn’t hear that three months is feasible. He thanked the Committee for letting him be a part of the process.

Joan Paulson believes that Waldron clearly has the best process and they have an understanding and depth of the issue. Clover Search Works she felt comfortable with but didn’t believe they reached the professional level of Waldron. The first firm felt like corporate head hunters and doesn’t think would work well with the Market. Joan continued that she would like to see more emphasis on Pike Place Market and preservation. She believes the last ten years have been focused on more development and less preservation. Joan outlined issues that aren’t being addressed including the lack of elevator in Soames-Dunn building and the Licata agreement.
Lastly she noted the lack of personal interaction between the Committee and the search firm candidates.

VII. **Discussion of Search Firm Candidates**
Matt Hanna offered his opinion to select Herd Freed Hartz noting they have conducted searches most like the PDA ED.

Gloria Skouge did like Waldron but noted that their public sector expert wasn’t available for this meeting.

Mark Brady said it was a toss-up between Herd Freed Hartz and Waldron but would have liked to have the references provided by Waldron.

Jim Savitt believes all three firms could do the job, but Herd Freed Hartz has a diversity of experience, placing people in public, private, and non-profit. They also appeared to want the job the most and are possibly less expensive than Waldron.

Rico Quirindongo was in agreement with the comments made, noting the fact that Waldron was missing one of their partners at the interview and they submitted a standard proposal. He asked the Committee to think more and to come prepared to discuss tomorrow morning with the goal of making a recommendation to Council Thursday afternoon.

VII. **Adjournment**
The meeting was adjourned at 6:15 p.m. by Rico Quirindongo, Chair

Meeting minutes submitted by:
Karin Moughamer, Executive Administrator
Wednesday, September 6, 2017
1:30 p.m. to 2:30 p.m.
Elliott Bay Room

Committee Members Present: Rico Quirindongo (Chair), Gloria Skouge, Mark Brady, Colleen Bowman, Jim Savitt, Matt Hanna

Other Council Members Present:

Staff/ Consultants Present: Fred Pabst, Scott Rabinowitz, Karin Moughamer

Others Present: Howard Aller, Bob Messina, Joan Paulson

The meeting was called to order at 1:35 pm by Rico Quirindongo, Chair.

I. Administration
   A. Approval of the Agenda
      The agenda was approved by acclamation.
   B. Approval of the August 30th, 2017 Executive Director Hiring Committee Meeting Minutes
      The August 30th, 2017 Minutes were approved by acclamation.
   C. Approval of the August 31st, 2017 Executive Director Hiring Committee Meeting Minutes
      The August 31st, 2017 Minutes were approved by acclamation.

II. Announcements and Community Comments

Howard Aller emphasized the fact that the Pike Place Market is a government agency and a non-profit, before it’s a mall. He encouraged Fred Pabst and Scott Rabinowitz to utilize Ben Franz-Knight to understand the position as he knows the job better than anyone else.

Joan Paulson noted that there needs to be a better balance between preservation and development at the Pike Place Market. The future of the institution depends on this balance. Joan noted that there are many layers to understanding the Market, now and in the future.

III. Discussion of Schedule Line Items, Timeline and Durations

Rico Quirindongo welcomed Fred Pabst and Scott Rabinowitz from Herd Freed Hartz.

Scott Rabinowitz handed out a draft schedule, understanding the dates can change, and reviewed it with the committee. They started by looking at an end date and worked backwards. The first step is to talk with key stakeholders, including each of the Committee members. Scott asked the Committee to provide a list of key constituents and stakeholders. The next step is to
develop the position profile followed by outreach and postings. During that process Fred and Scott will be conducting research on potential candidates.

Fred Pabst continued to review the draft schedule, noting the importance of holding executive/closed sessions starting with the initial candidate calibration meeting which is the first opportunity to review resumes. The calibration meeting is an opportunity to see the first round of candidates and make any changes to the position statement, if needed. If there are candidates the Committee would like to keep in the search, HFH will request additional information from those candidates and compile it into a one-page document for Committee review. This could include motivations for the position, compensation, and availability to interview. They can also ask the candidates to complete two to three questions identified by the Committee.

Rico Quirindongo asked at what point on the draft schedule bottlenecks could occur. Scott responded the holidays and the initial stakeholder engagement meetings are instances in which the schedule could change.

Fred Pabst outlined the process by which candidates will be reviewed by stakeholders, noting there is lots of time to be able to talk through how they occur. These will be meetings, not interviews, facilitated by HFH, to help inform the decision making process.

Rico Quirindongo asked for clarification on when stakeholder groups would have the opportunity to engage with semi-finalists. Scott recommended stakeholders only meet with the finalists. At the December 6-7 meetings the finalists will engage with stakeholders. As the Committee gets closer to the final steps the process will be more clearly defined, including identification of which stakeholders to include in the process.

Scott Rabinowitz asked for feedback from the Committee on the timeline.

Colleen Bowman suggested one place on the draft schedule that could be shortened is the stakeholder engagement portion from September 6 – 29th. Fred Pabst responded they included additional time in that process as stakeholder scheduling can be challenging.

Matt Hanna asked for clarification on the final process. Fred Pabst outlined a typical scenario. December 6th would be the stakeholder meeting with finalists. Full board interviews with the Council would take place December 7th. By the end of day on the 7th the Council will have selected a top candidate and second choice.

Matt Hanna suggested a conversation on Committee versus Council involvement during the process, noting the final process will need to include the full Council and can include special meetings.

Scott Rabinowitz asked if the Council will be making the final decision or the Committee providing a recommendation to the Council. Matt Hanna responded that the Committee’s work will be most concentrated at the beginning but as time goes on it will taper and full Council involvement will increase. Full council would participate in the final candidate process and full Council would make the final decision.
Scott Rabinowitz clarified the final process in more detail, speculating that a new Executive Director would be on board in January 2018. HFH will help the Council with the offer process, suggesting the candidate is pre-closed, meaning they know what the offer will look like. The Council chair would make the final offer. If the offer is accepted, transition period would be 3-4 weeks based on the reality of that person’s situation.

Matt Hanna does not think the stakeholder engagement to draft the Position Specification was too long.

Jim Savitt suggested moving the Position Specification Draft up 7-10 days, as well as the Position Specification approved by Committee. He does not believe October 13-25th is long enough to source candidates. Jim also suggested the initial candidate calibration and discussion to select semi-finalists could be condensed into one long meeting, provided candidate resumes are sent to the Committee in advance.

Jim Savitt asked how semi-finalist interviews would be conducted. Fred Pabst responded local candidates in person, out of town candidates can be flown in if the budget allows or conducted over Skype and they would occur in front of the Committee. Jim outlined his view of the process noting the Council would be briefed on the position specification and at the semi-finalist stage but the Council would be involved during the final candidate process. He believes the final interview process will take longer than two days. Jim also suggested holding Council briefings during Executive Committee to reduce the number of additional Council meetings.

Gloria Skouge noted the Council retreat is scheduled for November 1st.

Mark Brady asked what HFH’s strategy will be for developing the Position Specification.

Fred and Scott responded the first step is lining up one-on-one meetings with Council and Ben Franz-Knight, and identifying stakeholders – direct reports (could be done as a group meeting), city councilmembers, and community members – anyone the Committee recommends.

Rico Quirindongo suggested the Position Specification Draft could be finalized on September 29th, the Committee could approve it on October 4th and candidate outreach begins on October 5th until November 1. Candidates could be reviewed and selected for interviews at one meeting around November 1st. Rico asked how far in advance resumes could be provided. Fred responded 3-4 days, with the caveat that additional candidates can be added to the process during that time.

Matt Hanna suggested presenting a draft Position Specification at the September 28th Council meeting. Fred Pabst recommends the Council approve the content of the Position Specification on the 28th and then HFH finalizes with graphics and flushes out the storyline.

Colleen Bowman asked when Committee members should start doing homework in preparation for the one-on-one interviews. Scott Rabinowitz noted the four deliverables provided on the draft schedule, which include: 1. List of external stakeholders with contact information; 2. Key deliverables in year 1 (with metrics); 3. Brief summary of key issues and opportunities currently facing the Market; 4. Market Tour
Scott Rabinowitz would like to know how decisions are made, how trust is earned, how conflict is handled, and how people are rewarded in the organization.

Matt Hanna recommended Fred and Scott get in touch with Ben Franz-Knight on the four deliverables outline above as well as Scott’s additional questions.

Rico Quirindongo asked Karin Moughamer to schedule a tour with Ben, Fred, and Scott. Rico will compile a list and contact information for stakeholders from Council members and provide that to HFH.

Rico Quirindongo asked for input on how the Committee should go about identifying key deliverables for the first year and issues and opportunities facing the Market.

Matt Hanna believes it’s up for discussion and that each Councilmember can provide their own answer and Ben Franz-Knight should provide his thoughts. HFH would then take all of that input and draft the Position Specification.

Rico ended by summarizing next steps, including that Karin Moughamer will coordinate a tour between Ben Franz-Knight, Fred Pabst, and Scott Rabinowitz and Rico will compile a list of key stakeholders and their contact information from Councilmembers.

Matt Hanna suggested the draft schedule needs to be revised and at the next meeting the steps after stakeholder engagement can be discussed.

IV. Conversation Regarding ED Job Description
Rico Quirindongo stated this topic will be moved to the next EDHC meeting.

V. Community Comments
Howard Aller recommended the new Executive Director contract include a 90-day notice clause.

Bob Messina thanked the Committee for their work and wishes the committee well during the process.

VI. Adjournment
The meeting was adjourned at 2:35 p.m. by Rico Quirindongo, Chair

Meeting minutes submitted by:
Karin Moughamer, Executive Administrator
Market Programs Committee Meeting Minutes

Pike Place Market Preservation and Development Authority (PDA)
Tuesday, September 12th, 2017
4:00 p.m. to 6:00 p.m.
The Classroom

Committee Members Present: Patrice Barrentine, Gloria Skouge, Mark Brady, David Ghoddousi

Other Council Members Present:

Staff Present: Ben Franz-Knight, Emily Crawford, Aliya Lewis, Kalyn Kinomoto, Scott Davies, Justin Huguet, Karin Moughamer, John Turnbull

Others Present: Joan Paulson

The meeting was called to order at 4:01 p.m. by Patrice Barrentine, Vice Chair.

I. Administration
   A. Approval of the Agenda
      The agenda was approved by acclamation.
   
   B. Approval of the August 8th, 2017 Market Programs Committee Meeting Minutes
      The August 8th, 2017 Minutes were approved by acclamation.
      
      David Ghoddousi entered the meeting at 4:31 pm.

II. Announcements and Community Comments
None.

III. Programs and Marketing Director’s Report
Emily Crawford started by highlighting recent feature stories in Seattle Times, Sky Delta, and Where about 110th Anniversary and MarketFront. The Travel Channel will be using the Market as their preferred set. Emily welcomed Justin Huguet back from paternity leave. Scott Davies has taught his first class session this week and Aliya Lewis represented the Market at a private event on the MarketFront over the weekend.

IV. Reports and Discussion Items
   A. 110th Anniversary Events Recap
      Kalyn Kinomoto recapped 110th Anniversary events, starting with the #PikePlacePeople social media campaign. The campaign featured short videos of Market characters who shared what Pike Place means to them. One video was posted each day and the public was invited to participate and share their own stories. The Marketing department will continue to post new
videos throughout the year. It had 19,915 views on Facebook with over 1,100 reactions, 125 comments, and 52 shares and reach 73,357 people. That was all without spending additional dollars to boost the posts. On Instagram the campaign had 14,476 views with 1,434 likes and 44 comments. A video featuring Don Kuzaro of Don and Joe’s Meats was shown. That video was popular, receiving 9,792 views on Facebook and Instagram.

Kalyn continued by noting that many organizations and businesses from the community wished the Market Happy Birthday on social media. There were three events associated with the 110th anniversary. More than 150 people attended the Caspar Babypants concert on August 12th. The concert was a benefit for Pike Market Child Care which raised $1,300 to benefit the PMCCP’s tuition assistance program. On Thursday, August 17th there was a symposium and exhibit titled “Portrait of a Market” featuring photographs taken by John Stamets. 40-50 people attended the symposium and 150-200 people walked through the evening photo exhibit. The photos will be installed and on view in the Market Commons. Lastly, the 22nd annual Sunset Supper took place on August 18th and raised $350,000 for the Market Foundation’s programs.

Justin Huguet presented on the 110th Anniversary paid social media campaign which took place from mid-July to early September. The objectives were to create excitement and build awareness around the Market’s 110th Anniversary, Evening Farmers Market, and new MarketFront and was aimed at Seattle locals, “new locals,” and shoppers who care about buying local, sustainability, and community. New tools on social media were utilized to feature more than one image on a carousel. This allowed the Marketing team to call out more Market elements, including Evening Farmers Market, fresh fruit and veggies, and locally grown flowers, to name a few. The campaign reached 245,789 people with 4,700 clicks and a Click Thru Rate of .55%, well above the national average.

Justin continued with an overview of the Out of Home Metro bus ads. There were 10 Metro King ads, 10 Metro King with a vertical panel, 20 interior bulkheads and 115 interior cards, all of which were driving people to the Evening Farmers Market with a shout out to the 110th Anniversary. A comparison of social media vs Out of Home showed that social had 861,834 impressions while the Metro bus ads had 4,884,165. The cost per thousand impressions was comparable with $6.75 spent on social media and $5.64 spent on the bus ads.

Ben Franz-Knight commented that a fair amount of money has been spent on photography in order to capture the full depths and diversity of the Market. This campaign demonstrates the benefit of that and the importance of renewing that imagery.

B. Holiday 2017 Overview
Emily Crawford reviewed ideas for Holiday 2017. The season kicks off with Magic in the Market, which coincides with Small Business Saturday. It’s a great event and the goal for this year is to increase activity in the Market. This is a fun, family friendly event to kick off the shopping season. Rather than a printed guide there will be an online guide, which will reduce printing costs. New this year is a professional stage and sound with live music to encourage people to keep shopping and hang out until the tree lighting.

Emily continued by introducing the Online Gift Guide, an interactive, fun way to find Pike Place Market gifts and provide a tool to plan a shopping trip. It will be a separate website managed in-house and can live on past this holiday season. It will also reduce printing costs and waste. Users
can create a personal shopping list with an offline shopping map tool. It will be illustrative and fun, but not a perfect replica of the nine-acre historic district. It may include hidden elements, like carrots, pigs, or other iconography for people to find as well as Market iconic neon signage and historical elements.

David Ghoddousi asked Emily to provide an example of a website similar to this idea and asked if there is a budget for this. Emily suggested looking at the New York Times Holiday Gift Guide from 2016. This website would be covered under the existing budget for holiday marketing.

David Ghoddousi wondered if there is a way to include a scavenger hunt where a patron can take a picture of themselves buying the item and then to track that information. Emily suggested this could be part of the social media campaign, using a specific hashtag.

Mark Brady asked what the budget is for holiday entertainment. He suggested having roaming musicians, possibly high school students, perform throughout the Market to drive business to quieter locations.

For the online gift guide Patrice Barrentine suggested including the terms “trip planner” for visitors to know where to find the gifts they are interested in. Maybe there could be options where by visitors could put their shopping list in the order they’d like to travel through the Market or select by quickest route. Patrice wondered if there was a way for a shopper to reserve an item online and develop a way for gifts to be collected throughout the Market for pick-up at one location.

Ben Franz-Knight proposed the idea of allowing tour guide companies to operate a niche seasonal business to collect goods shoppers pre-purchased in advance.

Emily Crawford continued by presenting a new December event in the MarketFront pavilion. The goal is to draw locals and visitors to the Market with a unique experience in the MarketFront pavilion that will become an enduring holiday tradition even as it changes year to year. One possible theme is a winter wonderland / enchanted forest. Potential objectives are to create a fun, free, public experience on Saturday and Sundays in December; incorporate Daystall by selling trees, craft tables, cider, hot chocolate; whimsical experience that is unique and offers a family photo opportunity; work with partners like DSA and Visit Seattle to promote across the region.

Challenges include the unknown demand of Daystall vendors during the holidays, community engagement, weather and the lack of heat in the space, budget, staff time and resources and the MHC process. Alternatively, no events could be planned in the pavilion during this time or Programs could work with Daystall to activate the space with trees, crafts, and value added farmers.

David Ghoddousi expressed his support of selling trees on the pavilion.

Patrice Barrentine suggested crafts and food that produce heat to warm the space such as glass blown ornaments, metal working a stamped ornament, or a mobile pizza oven. Farm products could include egg nog and holiday meats. Patrice liked the idea of people coming to the Market and buying items to decorate their whole tree.
David Ghoddousi asked if there would be a second tree on the MarketFront.

Mark Brady suggested moving the giving tree from the 4th level to MarketFront.

Patrice Barrentine wondered if there would be an issue with the size of the trees and the MarketFront elevator. Ben Franz-Knight suggested having a loading zone on Western.

The holiday advertising and PR campaign is still being developed but will possibly include:

- Working with DEI to create advertising promoting the Market as a place to buy holidays, specialty foods, farm products, and handmade crafts
- Majority of the campaign will be online to drive traffic to online gift guide and Pike Place Market homepage
- Metro Transit or Sound Transit advertisements as budget allows
- Generate excitement, engagement and inspire visits, shopping and parking
- PR long leads are out, short leads will highlight items from the gift guide

V. Action Items
None

VI. Resolutions to be added to Consent Agenda
None

VII. Public Comment
Joan Paulson suggested highlighting holiday food items, such as roasted chestnuts and cranberry juice (hot or cold). In addition she encouraged outreach to the literary community to feature cookbook and children book authors and the creation of a reading areas. Book signings could also be included. Joan also recommended continuing the Pike People series and to focus on love at the Market for a February promotion and possible fundraiser. A King and Queen of the Market could be selected from those videos as a celebration of love.

VIII. Concerns of Committee Members
David Ghoddousi apologized for being late.

Patrice Barrentine noted she will miss the next committee meeting.

IX. Adjournment
The meeting was adjourned at 5:17 p.m. by Patrice Barrentine, Vice Chair

Meeting minutes submitted by:
Karin Moughamer, Executive Administrator
Wednesday, September 13, 2017
3:00 p.m. to 4:00 p.m.
Goodwin Library

Committee Members Present: Rico Quirindongo (Chair), Gloria Skouge, Mark Brady, Colleen Bowman, Jim Savitt, Matt Hanna

Other Council Members Present:

Staff/ Consultants Present: Scott Rabinowitz, Karin Moughamer

Others Present: Howard Aller, Bob Messina, Joan Paulson

The meeting was called to order at 3:03 pm by Rico Quirindongo, Chair.

I. Administration
   A. Approval of the Agenda
      Rico Quirindongo asked to move the Timeline Revision conversation to 3:05-3:15 pm.
      The agenda was approved by acclamation as amended.

   B. Approval of the September 6th, 2017 Executive Director Hiring Committee Meeting Minutes
      The September 6th, 2017 Minutes were approved by acclamation.

II. Announcements and Community Comments

     Howard Aller referenced the job description documents used seven years ago and suggested HFH use the definition that the Market is a government agency, non-profit that runs a mall and add to it wording aimed at preservation and protection of the Market. Howard also pointed out the Market Historic District is a little over 9 acres rather than the 7 listed on previous job descriptions.

III. Review Timeline Revisions

     Rico Quirindongo started by providing a moment for Councilmembers to review the revised timeline. He noted that Councilmembers are in the process of providing HFH stakeholder names and contact information.

     Matt Hanna suggested having the draft Position Specification delivered by September 26th in order to have it available for Committee review on September 27th and Council review on September 28th. Scott Rabinowitz said he can do this and there was a discussion that followed on the schedule for presenting the position statement to Committee and to Council and how best to solicit feedback.
Matt Hanna agreed with Rico Quirindongo that the draft Position Statement can be emailed to all Council on September 26th, the Committee discusses on the 27th and at full Council on the 28th the topic is discussed with an invitation to provide more detail by October 2nd.

Rico Quirindongo continued to clarify the schedule noting feedback on the position statement is open until October 2, a formatted draft position statement is provided to the Committee by email on October 3rd and is discussed at the Committee meeting on October 4th for approval. Rico continued to outline the schedule noting the following changes: position specification draft delivered on September 26th, addition of the September 27th Hiring Committee Meeting, addition of full council meeting on September 28th, which HFH should attend, and the final formatted draft position statement delivered on October 3rd.

Matt Hanna asked if Committee Meetings needed to take place on October 11th and 18th. A conversation continued with Rico Quirindongo suggesting it could be an opportunity to hear feedback from the community on the position statement and applicants to date. It was recommend the Committee hold those dates on the calendar.

Rico Quirindongo asked if the discussion of semi-finalists could take place during the November 1st Council retreat. Matt Hanna suggested holding two hours on the retreat agenda for review of semi-finalists. Jim Savitt and Matt Hanna asked for clarification on the semi-finalist review process as it might not take two hours to discuss.

Scott Rabinowitz stated the semi-finalist resumes, roughly 10-12, would be provided to the Committee one week in advance (October 20) and that number would be narrowed down to 5-6 candidates at the October 25th meeting. Jim Savitt provided his thoughts on the process, suggesting that at the retreat the Executive Director Hiring Committee provides their general thoughts on the 5-6 semi-finalists – why they were selected and why others were not – and if the Committee can’t come to an agreement on selecting the semi-finalists the Committee would need to meet prior to November 1st retreat.

Matt Hanna noted that if additional candidates come forward between October 20 and November 1st they will be added to the pool.

Scott Rabinowitz clarified the schedule:
- September 26th draft position specification delivered
- October 3rd formatted final draft delivered
- October 20th initial resumes sent for review
- October 25th discussion to select semi-finalists
- November 1st council retreat and discussion and confirmation of semi-finalists

Matt Hanna noted the conversation at the retreat will include a description of the process, an overview of the candidate pool, review of the semi-finalists and why they were selected and to solicit feedback from the Council.

Rico Quirindongo asked HFH to provide a descriptive document that gives an overview of the number and types of resumes that were received. Scott Rabinowitz confirmed that supporting data, including how outreach was conducted, who said no, what types of organizations were included in the search, etc. will be provided.
Rico Quirindongo asked to circulate an updated schedule to the Council via email or in the packet.

Colleen Bowman asked to include Council meetings on the schedule.

IV. Conversation Regarding ED Job Description
Rico Quirindongo noted that included in the packet is the job profile created seven years ago for the ED position as well as the job description last updated in 2014.

Scott Rabinowitz commented that the goals for the development of the position statement are:
1. Accuracy, in terms of key organizational metrics, including history, mission, and structure. HFH will work with Erica Bates to collect some of this data.
2. Clarity on team – goals, deliverables, and the metrics. Scott shared the key deliverables as identified by Ben Franz-Knight are 1) SDOT negotiations regarding easement and temporary construction, 2) Overlook Walk management, 3) earning the trust of the staff and Council, 4) managing streetcar construction, 5) overseeing the first round of marketing promotions.

Rico Quirindongo asked if Scott could pass along those initial thoughts from the director to the Committee and possibly Council. In addition, Rico asked Scott to keep track of and report out to the Committee on all the stakeholders that provide feedback during the drafting of the position statement. Scott Rabinowitz said HFH would provide that information.

Colleen Bowman suggested ensuring the new ED has a good understanding of the changing city and a changing marketplace.

Scott Rabinowitz said what is most helpful for them during this initial process is for each councilmember to place themselves one year in the future and answer the question “The ED that we’ve hired has gotten ____ done.” And ____ metric is able to show that success.

Matt Hanna noted that things that are harder to measure are relationship based. Matt believes a premium should be placed on the ability of a new ED to create meaningful relationships within and around the Market community. In addition he added someone who knows farmers markets and farms in particular are valuable assets and an important for the new ED to have experience with.

Colleen Bowman noted the position statement drafted seven years ago felt negative in tone.

Scott Rabinowitz also asked the council to consider the questions “Why here?” and “Why now?” Why is this moment the right moment for someone to lead the PDA?

Mark Brady believes the priority of the new ED is to be a people person, to have background in human services and be really good with vendors. He noted that a lot of the business owners are scared about business during the winter months.
V. Community Comments
Joan Paulson noted four important things: 1) HFH needs a flow chart of how the PDA functions, 2) HFH needs a flow chart on the relationships to all the other bureaucracies (Joan noted there is no mention of the relationship with the Market Historical Commission), 3) there needs to be a better balance between preservation and development, and 4) there are three types of people, optimists, pessimists, and realists. Joan would like to see a realist in the position with a greater sense of humor and a grounding of history and knowledge.

VI. Adjournment
The meeting was adjourned at 3:59 p.m. by Rico Quirindongo, Chair.

Meeting minutes submitted by:
Karin Moughamer, Executive Administrator
Market Connections Committee Meeting Minutes

Wednesday, September 13, 2017
4:00 p.m. to 6:00 p.m.
Goodwin Library

Committee Members Present: Rico Quirindongo, Colleen Bowman, Gloria Skouge, Mark Brady, Jim Savitt, Devin McComb

Other Council Members Present:

Staff/ Consultants Present: Steve Pearce, Kate Cole, Ben Franz-Knight, Karin Moughamer

Others Present: Howard Aller, Bob Messina, Joan Paulson

The meeting was called to order at 4:04 pm by Rico Quirindongo, Chair.

I. Administration
   A. Approval of the Agenda
      *The agenda was approved by acclamation.*
   
   B. Approval of the MarketFront Committee August 14th, 2017 Minutes
      *The August 14th, 2017 meeting minutes were approved by acclamation.*
   
   C. Review of New Committee Scope
      Rico Quirindongo reviewed the attached draft committee scope and added that the work done by the committee will need to be closely coordinated with and tied back to Finance & Asset Management and Market Programs.

II. Announcements and Community Comments
    Bob Messina commented that the convention center expansion is going to greatly impact the Market. Bob hopes the new Pike | Pine renovations have a public benefit at street level that works and accommodates greater numbers of people. In addition he noted that SDOT and the Market should have more conversations about signage to make it clear where people are going, such as the waterfront.

    Howard Aller shared a story of a recent interaction with some tourists asking for a recommendation on where to go in the Market. His response was that the Market is laid out for drifting: Just walk and see what you find and let people get lost.

III. Reports & Discussion Items
    A. Pike | Pine Renaissance: Act One
       Steve Pearce, with the Office of the Waterfront, introduced the project which encompasses Pike and Pine Streets between First Avenue and Melrose Avenue. The project goal is to improve
Office of the Waterfront is currently in the design stage and talking to stakeholders.

The guiding principles state that Pike and Pine Streets should:
- Have a strong identity and reinforce their role as primary east-west pedestrian streets
- Offer a generous, safe, and continuous pedestrian experience
- Provide places to linger and enjoy city life
- Foster stewardship and activation by adjacent property owners and tenants, and complement related elements, like transit and bicycle infrastructure.

The project is being coordinated with many other projects, including One Center City, Center City Connector, private development, and Washington State Convention Center to name a few.

There is a lot of interest in the project and there have been a number of outreach presentations and open houses. Feedback from the Open Houses includes:
1. Safety and comfort are a priority for improving the pedestrian experience
2. Active and transparent storefronts encourage a positive pedestrian experience
3. Improvements to Pike and Pine should consider many modes of transportation
4. Pike and Pine need more green and landscaping
5. Build on the successful activation and programming happening at Westlake Park

The project is split into three focus areas. The Retail Core (between 4th and 9th Ave) offers good pedestrian access. Focus Area East (9th Ave to Melrose) offers a lot of challenges including freeway noise. Focus Area West (1st to 4th Ave) has very high pedestrian volumes and needs work.

The stretch between 1st and 4th Avenues on Pine Street was explored in more detail. From 4th to 3rd Avenue there would be a mid-block programmable activation space that could feature food vendors, games, patio seating, etc. It would also include a protected bike lane.

On Pike Street between 1st and 2nd Avenues there would be a curbless design, new street trees, a single shared lane, and loading lane. Between 2nd and 4th Avenue the bike lane and transit returns and the goal would be to make pedestrian improvements. This is more of a traditional streetscape.

Steve presented the current designs for the I-5 overpasses at Pine and Pike Streets, noting the widened pedestrian paths on Pike and the dedicated bike lane that is for people not comfortable riding in traffic.

The design for lighting, trees, ground landscape, and crossing treatments will be consistent throughout the project.

Next Steps include:
- Open House on October 3 from 5-7 pm.
- Work with DSA to identify activation programming and property enhancements
- Design input through sounding board
- Final design in summer 2019; construction 2020
Ben Franz-Knight believes installing a two-way cycle-track on Pine Street rather than one-way tracks on both Pike and Pine Streets would be more functional and encouraged the design team to test that over the next year or two. In addition he noted an area of concern is the area between 1st and 2nd on Pike Street and ensuring the design doesn’t eliminate the sense of arrival at the Market for a visitor but that it also provides a welcoming environment.

Steve Pearce commented that this project is not intended to be the Market but to connect to the Market and the block from 2nd to first is like an anteroom. It will be distinctly different from the Market.

Rico Quirindongo noted that he likes the bike lanes to operate with the flow of traffic.

Colleen Bowman asked for clarification on street closures. Steve Pearce commented that if the design does its job there is more potential to close it down for special events. Stakeholders would need to discuss together and loading considerations would be addressed.

Rico Quirindongo suggested signage to enhance tunnel access and would like to see more green on the Pike Street overpass.

Colleen Bowman asked if more greenery was going to be introduced between 1st and 2nd Avenue. Steve Pearce responded the current plan is to replace the existing cherry trees with more street appropriate trees that will provide greenery year round and a larger canopy. He recognizes many have an affinity for the cherry trees but they are hoping to introduce something that will have appeal year round.

B. MarketFront General Report and Update

Ben Franz-Knight highlighted the overall performance of the parking garage continues to improve. To date, and for the first time this year, the garage is outperforming 2016 revenue. All parking signage is in place and there is a new parking manager onboard.

Contractors have been assigned to the Steinbrueck Park/Native Park connection project, however on the first day they forgot to bring the concrete saw. In addition park permit negotiations have been finalized.

Last night the Market Programs Committee had a conversation on potential holiday events planned for MarketFront. The concept is to create a special experience in the pavilion that is unique, a photo opportunity, a place to buy trees, and artist demonstrations. Conversations continue with third parties to help manage special events at the MarketFront.

With regards to the final closeout of MarketFront, at present there is over $300,000 in the budget that is not expended. This includes the final pay-app from Sellen. Ben highlighted a couple outstanding items that are potential cost issues.

1. There are two leaks: One is near the turn towards Steinbrueck Park and one down at the southern end of the projects along the steps down to the live/work artist spaces. Sellen is tackling both of these as a warranty item. If they asses that indeed all the waterproofing
details were installed correctly, it’s a design issue. At that point it is no longer a warranty issue but owners responsibility. The cost, worst case scenario, is $100,000 and it hopes to be resolved within the next couple weeks.

2. Fees associated with the alley vacation of Armory Way, roughly $5,000. In addition there will be some street improvement plan modifications – changing loading zones and painting – totaling roughly $20,000-30,000.

Ben Franz-Knight continued with an update of tenant improvements. Per the new revised code for breweries, Old Stove is required to install an additional auxiliary tank to capture waste product. This is an open tank that needs to live below the brewery, somewhere in the garage, either taking up a parking space or building out a mezzanine over the car charging spaces. The cost and impacts are unknown right now. Little Fish is under construction.

Rico Quirindongo asked to review the above list at the October Committee Agenda and to track as open items until they are resolved. Rico asked who on staff will be responsible for tracking the above items during the transition. Ben Franz-Knight responded that Jennifer Maietta and Brady Morrison have been assigned to handle communication with SOJ. Jennifer will manage the tenant improvements. Rico suggested Jennifer attend the next Market Connections meeting to give the above report.

Lastly, Rico Quirindongo asked to have an update on all standing issues, those above and those mentioned in previous meetings, and that the Committee might transition into a working committee during the interim period.

IV. Action Items and Reports
None.

V. Items for the Consent Agenda
None.

VI. Public Comment
Howard Aller commented on the history of cities accommodating bike lanes and they seem to serve a certain class of people.

VII. Concerns of Committee Members
Jim Savitt noted the committee needs to remain focused on the scope as outlined and topics that directly touch and have an effect on the Market.

Mark Brady would like to see a blueprint for all the possible projects taking place in the city that will have an effect on the Market.

Rico Quirindongo commented the One Center City advisory group, which he is on, has the charge of trying to provide a clear vision for the major changes taking place in the downtown core. It has been difficult for all parties to come together to form a cohesive vision and action plan. Rico believes the Committee should have regular contact with various agencies and projects.
Colleen Bowman asked when the Committee would hear from One Center City again and what the next steps are with the project.

With regards to the Pike | Pine Renaissance, Jim Savitt asked the Committee if the Council should say something specific about the block between 1st and 2nd and articulate what the Market wants or doesn’t want in that space.

Ben Franz-Knight suggested the Market Connections Committee draft up a statement on points such as street closures, design focused on the sense of arrival at the Market, vendors and installation of stalls, etc. Ben will draft up a letter to include in the October Market Connections packet for the Council to review.

Rico Quirindongo asked when the next Streetcar presentation will be, either for the Council or the general public. He suggested the PDA Councilmembers may need to attend outreach events related to the streetcar rather than waiting for them to come to the Council.

Ben Franz-Knight noted there is a walk from Pioneer Square to South Lake Union next Thursday to discuss the streetcar line. Karin Moughamer is working to schedule a presentation for the Council on the streetcar business case.

Rico Quirindongo suggested Committee members could select a topic from the scope list and become a liaison for that project. That would possibly include knowing when all the meetings are, attending some, and reporting back to the Committee.

VIII. Adjournment

The meeting was adjourned at 5:17 p.m. by Rico Quirindongo, Chair

Meeting minutes submitted by:
Karin Moughamer, Executive Administrator
Tuesday, September 19th, 2017
3:00 p.m. to 6:00 p.m.
Classroom

Committee Members Present: Ray Ishii, Jim Savitt, Gloria Skouge, Devin McComb, David Ghoddousi

Other Council Members Present: Mark Brady, Betty Halfon

Staff/Consultants Present: Zack Cook, David Dickinson, Shelly Brehm, Jeff Jarvis, Steve Nelson, Brady Morrison, Emily Crawford, Randy Stegmeier, John Turnbull, Jennifer Maietta, Elsie Janson, Ben Franz-Knight, Sabina Proto, Erica Bates, Jay Schalow, Karin Moughamer

Others Present: Chris Scott, Howard Aller, Steve Morello, Jerry Baroh, Nick Setten, Joe Read

The meeting was called to order at 3:00 pm by Ray Ishii, Chair.

I. Administration
   A. Approval of the Agenda
      The agenda was approved by acclamation.

      Jim Savitt entered into the meeting at 3:02 pm.

   B. Approval of the Finance & Asset Management Committee August 15th, 2017 Minutes
      The August 15th, 2017 meeting minutes were approved by acclamation.

II. Announcements and Community Comments
    None.

III. Reports & Discussion Items
    A. PDA Budget Presentation for 2018
       Ben Franz-Knight introduced the initial 2018 PDA draft budget. The changes made mid-year have relieved some overhead pressure going into 2018. Both expense and revenue projects are 3% increase overall. The PDA will continue to watch revenue closely and the budget reflects a 1-2% increase. This conservative approach is due in part to uncertainties at the federal level that could affect the economy nationally and locally. Ben Franz-Knight believes Seattle is at the peak of some cycle, what happens on the other side, he does not know. As the Market moves into 2019 the full percentage rent revenue will be realized and there should be increased demand in the parking garage due to loss of street parking when the viaduct is torn down. Lastly, Ben complimented directors and managers on their work on the budget.

       Sabina Proto began by providing an overview of columns contained on the 2018 proposed budget.
John Turnbull presented the proposed Commercial Revenue budget, highlighting that spaces previously used for events are being converted to lease hold spaces, including the Atrium Kitchen. Some upstairs spaces will be leased as well. Rental income from the Pavilion and Goodwin Library is estimated at $51,000 under Other Rental Income. Event Revenue is shown in several areas: Atrium Kitchen rental in Base Rent, Common Area Charges for Atrium Kitchen, and Other Rental Income and totals approximately $124,000. Sabina noted that these amounts are very conservative.

Jim Savitt asked for clarification on the percent increase on Base Rent – Office. The budget shows roughly 17% increase ($620,806 versus $524,564 actualized 2017) while the notes mention a 3% increase less 2% vacancy. Jennifer Maietta noted that new Economy building tenants are included ($30,000) and a retail tenant was converted to office tenant.

A conversation continued discussing the use of 2017 actual annualized budget versus the proposed budget with Jim Savitt noting this conversation has taken place during prior years’ budget meetings. It’s Jim’s opinion that in order to make an informed decision on the budget he needs values that accurately represent the previous year. If the actual annualized does not accurately represent 2017, he would like a value that does.

Ben Franz-Knight stated the Commercial team can provide clarification of the additional revenue, beyond what was realized last year, that’s contributing to the Base Rent for Office line item.

Elsie Janson presented the proposed Residential Revenue budget highlighting the rent increase in Livingston Baker due to the expiration of the HUD agreement November 1 and an increase in Steward House rent. In 2007 Livingston Baker opted out of HUD but an extended agreement was in place stating rent could not increase. John Turnbull noted Livingston Baker rent is still well below market value and will continue to be well below 80% median income. David Ghoddousi expressed his support of keeping rent affordable in the Market. Devin McComb asked if residential expects an increase in vacancies due to rents increasing. John Turnbull doesn’t believe so.

Ray Ishii asked if the residential budget includes LaSalle and WASH. Sabina Proto replied those budgets will be presented next month separate from the operating.

Sabina Proto presented the proposed QB2 and QB3 Revenue budget, noting that QB2 will be exiting from the new MarketFront tax credit in February, 2018, which is why that number is smaller than 2017. The process for closing the deal will start in December and wrap up by February.

David Dickinson presented the proposed Daystall Revenue budget noting new vendors are being added but there is some attrition of long term vendors and impact due to offseason rules that support Daystall vendors but have an effect on PDA revenue. John Turnbull noted the increase in locker rent revenue due to addition of storage in MarketFront. David Ghoddousi asked what the vacancy rate is for storage lockers. David Dickinson replied storage is at capacity and there may not be enough space for new vendors in 2018.
Zack Cook presented the proposed Farm Revenue budget, noting 2017 was unique due to bad weather during the spring. The average of the previous three years was used to create the 2018 Daily Farmers budget. Remote Market revenue is slightly higher due to the hopeful addition of 1-2 vendors. Betty Halfon asked if the bag sales were profitable. Zack replied it was a challenge to administer selling bags.

Steve Nelson presented the proposed Surface Parking Revenue budget. Steve introduced Shelly Brehm, the new parking manager. Surface lot parking will end in 2018 and the revenue has been adjusted accordingly. He continued by presenting the proposed Garage Revenue budget noting there are positive signs the daily revenue will continue to increase and with the addition of more monthly parking permits, that revenue will increase. Ray Ishii asked how many monthly parking spots will be available in 2018. Steve responded it will adjust based on the needs but roughly 200 total (up from 100). Ben Franz-Knight noted this is in compliance with covenants recorded with the City for short term parking. The proposed budget estimates 140 monthly parking permits with a rate increase of $215 to $250.

Jim Savitt asked for clarification on how the PDA plans to increase monthly parking when in the past capacity has not been realized. Ben Franz-Knight responded he believes there is a demand for parking the PDA has not taped into. There is a balance to manage variable rates to maximize daily occupancy and back-fill with monthly parking.

Ben Franz-Knight discussed the proposed Events Revenue budget, which was presented under Commercial Revenue. Betty Halfon asked how people can book events in 2018 and if there is a request out for third party vendors. Ben Franz-Knight responded that some requests are being handled but at this point the PDA is not in a position to confirm new events, hopefully that will change in a month or two. Requests for daily meeting spaces are being handled. The PDA is reviewing a couple options for third party managers and hopes to have that resolved in the next month.

Sabina Proto discussed the proposed Miscellaneous Revenue budget, touching on security service contracts for non-PDA tenants and investment income which is restricted by the City where the PDA can invest. Emily Crawford discussed the 2017 reduced filming revenue, which is due in part by loss of staff for portions of the year and tighter standards focusing on productions that are mission aligned and not offensive to the brand. John Turnbull noted the Market Tours revenue is conservative and is hoping it will increase.

Sabina Proto wrapped up the revenue discussion noting a total budget increase of $746,242 (4%) from 2017.

Expense Budget
Jennifer Maietta presented the proposed Commercial Expenses budget, noting the increase in property taxes with the addition of MarketFront, increase in bad debt and increase in consulting and recruitment due to the installation of pedestrian counters. The vacant staff position will take on any revenue generation from managed events.

Elsie Janson presented the proposed Residential Expenses budget, highlighting the addition of the resident advocate, which was previously under the Market Foundation budget, and the
increase in consulting funds associated with conducting a rent comparability study for Market House, as required by HUD.

David Dickinson presented the proposed Daystall Expenses budget, highlighting a small increase in recruitment and retention, events (increased focus on MarketFront Pavilion activation), and holiday promotions.

Steve Nelson presented the proposed Surface Parking Expenses budget, which will decrease in 2018 with the closing of the lot. Steve continued by presenting the proposed Garage Expenses budget noting cleaning expenses will increase.

Jeff Jarvis presented the proposed Facilities Expenses budget highlighting the increase in window washing due to completion of MarketFront. Market decorations has decreased as the 2017 budget included funds to transition to LED lights. Sabina Proto noted payroll is heavy for the Facilities department due to a large staff of 27, with two new staff hired with the opening of MarketFront, bringing total staff to 29.

Randy Stegmeier presented the proposed Security Expenses budget, the main area of increases are for salaries and overtime due to additional staff needed to patrol MarketFront. The operating expenses are staying the same or slightly decreasing.

Ray Ishii asked for clarification on staffing Wednesday Night Farmers Market and do we know the impact of the connection between MarketFront and Steinbrueck Park. Ben Franz-Knight responded that some components of the Wednesday Night Market will remain and require staffing while new programs will be added to MarketFront. Randy Stegmeier believes the PDA is adequately staffed for the opening of the Steinbrueck Park connection and there will be a gate in place that will be closed at night.

David Ghoddousi asked if there would be some costs savings with the reduction in private events. Randy Stegmeier responded the security cost would be passed on to the client.

Steve Nelson presented the proposed Maintenance Expense budget noting this department has a large number of line-items due to repairs and maintenance, contracts for repairs, and supplies. Brady Morrison highlighted the largest increases are for salaries and contracts associated with MarketFront.

Betty Halfon asked if there is a list for 2018 Capital Projects. Ben Franz-Knight responded there is a list of needs with budgeted amounts.

Steve Nelson presented the Capital Management Expenses budget, noting it’s been reduced as a result of cutting staff to one FTE. Ben Franz-Knight recommends the PDA invest in a new 30-year Capital Needs Assessment in 2019.

Jim Savitt asked what has been lost as a result of reducing the staffing of Capital Management. Steve Nelson replied capacity to manage projects has been reduced. Ben Franz-Knight added the reduction results in less funds being budgeted to capital projects. $1.7 million budgeted in 2018 compared to $2 million originally budgeted for 2017.
John Turnbull presented the proposed Utility Expenses budget. With only two months of MarketFront operations completed there were some challenges in estimating utilities for 2018. Utilities are tracked by meter and efficiencies are usually replaced by rate increases. David Ghoddousi asked if there is revenue associated with recycling and what the status of the ice melting project. Jeff Jarvis responded recycling of cooking oil and cardboard offset the miscellaneous recycling costs. Melting the ice is keeping the waste tonnage down, especially in cold months.

Betty Halfon asked why there is an increase in Permits. John Turnbull replied these are generally funds for Street Use fees for balconies, awnings and signs.

Ray Ishii asked if there are costs associated with complying with the FOG regulations. John Turnbull replied $2,400 per month is spent for hauling away grease but this may be offset in savings from fewer blocked drain lines and flood cleanups.

Sabina Proto introduced the increase in insurance due to completion of MarketFront and the possibility of rates increasing due to natural disasters across the country.

Ben Franz-Knight introduced the Management Expenses budget, noting increases in Legal and Consulting to support any resources the new Executive Director may need.

Sabina Proto presented the proposed Finance Expense budget, highlighting the reduction in staffing, an increase in audit funds, and consulting expenses due to wrapping up QB2.

Erica Bates presented the proposed Office Administration Expenses noting that one FTE salary has been moved from Management to Office Administration. Erica continued by presenting the proposed Human Resources Expense budget, noting legal is reduced as there are no contracts to negotiate in 2018.

Sabina Proto presented the proposed Information Systems Expenses budget stating there are no major changes.

Emily Crawford presented the proposed Marketing Expenses budget, stating the budget is returning to a pre-MarketFront budget similar to 2015. Ray Ishii asked if the Programs Committee has reviewed the budget. Emily Crawford responded that usually FAM handles the budget and the detailed budget is not reviewed by the Programs Committee. Ray also asked if there would be a change in marketing focus now that MarketFront is open. Ben Franz-Knight suggested an increase in the promotion of parking. Emily Crawford said the goal is to include MarketFront into overall marketing and not singled it out.

Ray Ishii asked if there was capacity to increase school programs since the demand is high. Emily Crawford replied education programming is at a capacity both for the PDA staff and the Market vendors that support the program.

Zack Cook presented the proposed Farm Program Expenses budget highlighting the reduction of Remote Market expenses due to discontinuing the Wednesday Evening Market. Farm Focused Events have increased to support a “Meet the Producer” program in the pavilion on CSA pickup nights.
Jim Savitt asked if staffing was the same and why the reduction in salaries. Zack Cook responded no change to FTE and the variance in salaries is due to a FTE leaving partway through 2017 and the new employee started at a lower salary.

Ben Franz-Knight noted the Market Foundation budget is subject to negotiations with the Foundation for the new Services Agreement that is ongoing. Once a new agreement is signed, the budget can be proposed.

A conversation continued in which Jim Savitt expressed his concern that without numbers it will be hard for the Committee to approve the budget. Ben Franz-Knight stated it’s his goal to approve the PDA Operating Budget and the Market Foundation Services Agreement. Sabina Proto added the Market Foundation will either be included in the Operating Budget or there will be an amendment. Ray Ishii suggested putting a place number on the Market Foundation budget.

Sabina Proto summarized the proposed operating budget, showing a Net Result of $4,351,014 with a payment to the Debt Service of $1,926,666, payment to pension of $345,154 with a Net Result after debt payment and designated reserves of $2,079,184, which would be contributed to Capital Replacement Reserve. Next step will be to hear from the Community and Councilmembers on changes to the budget followed by Proposed Resolution at the October finance meeting.

At 4:53 pm Ray Ishii noted a five-minute break.

The Committee Meeting resumed at 5:00 pm.

B. Review of the Financial Statements for August 2017

Jim Savitt apologized to the Committee for needing to leave the meeting at about 5:05 pm.

Sabina Proto introduced the new financial cover sheet that was requested during the August Committee meeting. Proto noted the PDA is in good financial standing with expenses continuing to trend at or below budget projections. Commercial revenue is trending above budget. Daystall revenue is under budget mainly because of the reduced attendance which was impacted by the cold weather during the first half of the year and some attritions. Parking revenue continues to be below 2017 budget projections, though following mid-year adjustments in July is trending positively compared to actual revenue during the same period for 2016. We are up to date on all payment obligations, debt services, pension fund contributions are on track to meet the 2017 budget contribution to the CRRF.

Total revenue to date is $52,530 under budget while total operating expenses are under budget by $397,674. Current year to date after contribution to reserves and contributions is $1,477,148. Percent rent is being watched closely.

Page 8 was highlighted showing the addition of the Reconciliation of Net Operating Result (operating statement) to Current Year Result (balance sheet).
Ray Ishii noted the handout on Women and Minority Owned Businesses contracts at the Market.

i. Checking Account Activity Report
Sabina Proto handed the Checking Account Activity Report to Karin Moughamer.

IV. Action Items
Ben Franz-Knight introduced proposed resolution 17-49 which states that:

WHEREAS, the Pike Place Market Preservation and Development Authority (PPMPDA) was chartered by the City of Seattle pursuant to RCW 35.21.730 et. Seq with the mission of promoting enterprises essential to the functioning of the Pike Place Market, including the preservation and expansion of the low-income residential community, the promotion and survival of small businesses, and the expansion of services to the public market and community; and,

WHEREAS, in order to maintain the viability of the Pike Place Market buildings the PPMPDA has determined that a Term Architect is needed to move ahead on designs for various Market Projects; and,

WHEREAS, the PPMPDA conducted a public process and issued a Requests for Qualifications (RFQ) for Architectural Services in accordance with its Purchasing Guidelines and received seven (7) proposals, and conducted interviews of 2 finalists, SHKS was identified as the best qualified to address the needs specifically related to design of various Market Projects; and,

WHEREAS, the PPMPDA and is now ready to enter into contract with SHKS in an initial amount not to exceed $30,000 for design services for various Market Projects; and,

NOW, THEREFORE, BE IT RESOLVED that the PPMPDA Council authorizes the PPMPDA Executive Director or his designee to enter into a contract with SHKS Architects for an initial amount not to exceed $30,000, for the purpose of designing architectural elements within the Market Historic District.

The funds for this project will be drawn from Capital Projects 163823-00 Term Architect.

David Ghoddousi moved the proposed resolution and Gloria Skouge seconded the motion.

David Ghoddousi asked for clarification on the scope of the architect. Ben Franz-Knight noted the initial priority is to help redesign residential units but in the future there may be other projects they are asked to take on. The Skybridge removal may require assistance from the Term Architect but there will be no new buildings. David also noted the reduction of the Term Architect fees in 2017 from $150,000 to an initial amount not to exceed $30,000.

David Ghoddousi asked for a friendly amendment to remove the word “initial” so it reads “...contract with SHKS Architects for an amount not to exceed $30,000...”
Ben Franz-Knight stressed the importance of the word “initial” as SHKA has been selected as a Term Architect. The contract can be amended for additional funds, but the Council would see that as a resolution. This resolution only authorizes staff to spend up to $30,000 and the contract will remain in place. Removal of “initial” may require the PDA to rebid the Term Architect contract, costing the PDA additional time and money.

David Ghoddousi further clarified the friendly agreement to remove both references of the word “initial.” Gloria Skouge accepts the friendly amendment.

Ben Franz-Knight suggested that eliminating “initial” may require the PDA to go through another procurement process for a Term Architect in order to increase the contract amount. The same language was used throughout the renovation process for a term use. The word “initial” does not empower staff to spend any more money that the Council has authorized, but it does allow the agency to retain this architect, under contract, for subsequent amendments.

Jim Savitt moved to reinstate the word “initial” into the resolution, Gloria Skouge seconded the motion.

Jim Savitt made this amendment because he does not want the PDA to go through the procurement process again and similar language has been used in the past.

Ray Ishii opened voting on the amendment to include the word “initial” in the resolution.

For: Jim Savitt, Ray Ishii, and Gloria Skouge
Against: David Ghoddousi
Abstain: Devin McComb

The amendment passed by a vote of 3-1-1.

Ray Ishii then opened voting on the Proposed Resolution

For: Jim Savitt, Devin McComb, Ray Ishii, and Gloria Skouge
Against: David Ghoddousi
Abstain: 0

Proposed Resolution 17-49 passed by a vote of 4-1-0.

V. Property Management
A. Residential Property Management Report

John Turnbull began by noting vacancies are back to a budgeted 3%, the reason for the higher vacancies rates was due to longer turnover times for units as some units are getting older and it takes time to think through how to upgrade efficiently. The Livingston Baker rent will increase in November and WASH is seeing the first turnover in tenants, but those vacancies are being filled quickly. He concluded with the last Events Department report. Effective October 1 management of Atrium Kitchen is transferring to Traci Post and there are a few event rentals on the books for 2017. The first private, paid event took place on the MarketFront Pavilion.
Ray Ishii asked if the proposed vacancy rates takes into account the impact of the work of the Term Architect. Ben Franz-Knight said the intent is not to move anybody out for renovations, rather to come up with a new uniform design that can be implemented as vacancies come up.

VI. Public Comment
Chris Scott has received the plans for the proposed Constituency Office. The space is too small and only allows for one file cabinet. It does not allow for more than maybe two people in the office at one time. While it is ADA accessible it does allow someone to go through the door but not go all the way in the office. It is not an acceptable space.

VII. Closed Session
The Committee Chair stated that the committee would go into closed session at 5:19 p.m. to discuss the property management report and return into open session at approximately 5:34 p.m.

The committee entered into closed session at 5:20 p.m.

A. Property Management Report - Closed Session (RCW 42.30.110[c])

B. Review of Lease Proposals
   i. New Ownership – Jasmine Thai, 1530 Post Alley #6
   ii. New Tenant – Milseog, 1426 Western Ave
   iii. New Tenant – Pasta Casalinga, 93 Pike St #201
   iv. New Tenant – Wild Fish Poke, 94A Pike St

C. Review of Delinquency Report
   i. Vacancy Report
   ii. Current Lease Negotiations

The committee entered into open session at 5:40 p.m.

The committee discussed the property management report which included the delinquency and vacancy report along with the current commercial lease negotiations during the closed session.

VIII. Open Session
A. Proposed Resolution 17-50: Lease Proposals – September 2017

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<td>Jasmine Thai Restaurant, LLC</td>
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<tr>
<td>Milseog</td>
<td>Five (5) Years</td>
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<td>Pasta Casalinga</td>
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<tr>
<td>Nathan Gottlieb</td>
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<tr>
<td>Wild Fish Poke</td>
<td>Two (2) Years</td>
<td>October 1, 2017</td>
</tr>
</tbody>
</table>
Yang Zhou
Ching Yun Han

David Ghoddousi moved the proposed resolution and Gloria Skouge seconded the motion.

For: David Ghoddousi, Ray Ishii, Devin McComb and Gloria Skouge
Against: 0
Abstain: 0

Proposed Resolution 17-50 passed by a vote of 4-0-0.

IX. Resolutions to be added to the Consent Agenda
Proposed Resolution 17-50: Lease Proposals – September 2017


X. Concerns of Committee Members
None.

XI. Adjournment
The meeting was adjourned at 5:43 p.m. by Ray Ishii, Chair

Meeting minutes submitted by:
Karin Moughamer, Executive Administrator
Executive Committee Meeting Minutes

Wednesday, September 20, 2017
4:30 p.m. to 5:45 p.m.
Goodwin Library

Committee Members Present: Matt Hanna (Chair), Ray Ishii, Rico Quirindongo, and Gloria Skouge

Other Council Members Present: Mark Brady

Staff Present: Ben Franz-Knight, Karin Moughamer

Others Present: Howard Aller

The meeting was called to order at 4:32 p.m. by Matt Hanna, Chair.

I. Administration
   A. Approval of the Agenda
      The agenda was approved by Acclamation.

   B. Approval of the August 23rd, 2017 Executive Committee Meeting Minutes
      The August 23rd, 2017 Executive Committee Meeting Minutes were approved by Acclamation.

II. Announcements and Community Comments
    None.

III. Council Chair’s Report
    Matt Hanna noted that Herd Freed Hartz is currently conducting stakeholder and potential candidate outreach for the Executive Director position.

    Matt Hanna asked Ben Franz-Knight to provide an update and to continue the conversation with the City and Office of the Waterfront on the Overlook Walk and possibly MOU and Development Agreement.

    The Market Foundation Services Agreement is progressing and Matt Hanna, Rico Quirindongo, Betty Halfon, and Jim Savitt met with several Foundation Board members last week. Matt offered to provide a more detailed briefing for anyone interested. A follow-up meeting is scheduled in about 10 days to hear from the Foundation Board on steps taken to confirm the greater confidence measures and to discuss a draft Services Agreement. Matt has directed Pacifica to draft a Services Agreement and is hopeful a draft agreement is ready for review at the October Executive Committee meeting.
A. Retreat
Matt Hanna asked Committee members to review the enclosed draft agenda. He will also reach out to the Council for additional comments. Matt noted the challenge with developing the agenda this year is the absence of an Executive Director.

Matt Hanna offered his support for discussing semi-finalists at the retreat.

Ben Franz-Knight discussed the suggestion to discuss Business Support/Incubation for Current and Future Commercial Tenants, noting John Turnbull and Jennifer Maietta would speak to the Council on what the general approach has been over the last few years. It would be a review of the number of different tenants in each category, the intention behind First Avenue to make it livelier, and a conversation on the lower levels of the Market.

Ben Franz-Knight continued with the recommendation put forth by Rico Quirindongo to bring in Amanda Oborne from Ecotrust to speak about alternative sustainable food system models. This presentation may help inform commercial and future decisions around farming roles, farmer support, profitability, and the option to manage the Sammamish Farm. Ben suggested the conversation on the Sammamish Farm could be put on hold until a new ED is in place.

Rico Quirindongo noted that Ecotrust toured the Market recently and they have an interest in what the Market is doing. They are based in Portland and Redd on Salmon is a project they are managing to support local food enterprises, connect chefs, foodservice directors and entrepreneurs to independent farms, ranchers, and fishers in the region to scale a robust, regional food economy across the PNW.

Matt Hanna is intent to spend time at the retreat considering the Farm Program and how to expand it. He sees a connection between the Market and Redd on Salmon and suggested the PDA Farm staff and Ecotrust develop a presentation that’s focused on how Redd on Salmon relates to the PPM Farm Program. Matt is interested in bringing Ecotrust to the retreat but only if their presence would help grow the farm program.

Ben Franz-Knight asked if it would make sense to tie this presentation to the Sammamish Farm. Zack Cook and Leigh Newman-Bell could participate. Ben Franz-Knight will reach out to Amanda Oborne from Ecotrust as well as Zack and Leigh and will report back to Matt.

Matt Hanna discussed the 2018 Strategic Issues. He is leery about setting the agenda for the whole year without a new Executive Director in place. Matt recommended the discussion could be a list of possible issues the Council could revisit in early 2018. For the PDA to be successful in addressing strategic issues it requires staff implementation and an Executive Director that is involved and engaged.

Ray Ishii suggested the Council consider long term financial opportunities, possibly three to five years out, to jump on opportunities to support business incubation. Could a fund be created to buy down some of the CAM charges or create an innovation fund? Ray continued by saying that when real estate values soften there could be an opportunity to acquire properties.

Matt Hanna asked Ben Franz-Knight for his thoughts on how to frame a tentative work plan for 2018.
Ben Franz-Knight suggested looking at immediate projects and issues facing the Market that need to be done and list those out as a work plan for the first six months of 2018. Those could include finalizing an agreement around construction impacts for viaduct and Alaskan Way, working on a deal for the Overlook Walk and managing streetcar construction impacts. Then at the retreat there is opportunity to raise the issues presented above as well as think about protection of businesses and residents and to capitalize on the opportunity if adjacent properties come up. The resources are there to address the latter two ideas.

Rico Quirindongo suggested the Council go through the exercise of developing “Need To’s” and “Have To’s.”

Ben Franz-Knight noted that same exercise is being conducted by PDA staff. It will help reduce some anxiety in the community and allow the Council to address topics such as the Hildt-Lacata and farm program.

Matt Hanna modified the draft agenda times.

IV. Committee Chair’s Report
A. Market Connections
Rico Quirindongo highlighted the presentation from Steve Pearce on the Pike | Pine Renaissance. The Committee will keep an eye on the design as it approaches the Market and to ensure the market environment is not confused with the city landscape. There was a conversation on new committee scope noting the thought that Committee members could participate in meetings periodically or becoming a committee member on other projects happening throughout the city.

A conversation continued on how Councilmembers can stay appraised of what’s going on throughout the city on projects that have potential impacts on the Market. Ben Franz-Knight recommended Rico Quirindongo lean on the new ED to keep their finger on the pulse of the various city-wide projects and highly recommends the new ED participate in the Downtown Seattle Association (DSA.) Rico suggested that in the interim period the Council needs to do a little more work and the opportunity is to bridge the gap while the ED is getting up to speed.

Ray Ishii asked Rico Quirindongo to identify key organizations and projects Councilmembers could focus on. Matt Hanna noted the difficulty in choosing projects as all of them could have impact on the Market.

B. Market Programs
Ben Franz-Knight provided a brief update on Market anniversary promotion, noting the strong presence and capitalization of social media efforts, and shared the initial discussion to utilize the MarketFront for a new holiday program.

C. Finance & Asset Management
Ray Ishii highlighted the budget presentation, noting the staff did a great job of putting it together a month earlier than scheduled. Ray Ishii asked if a line item should be added for Market Connections and whether the Programs Committee would want to review the budget.
Rico Quirindongo asked about the temporary Hillclimb signage and the wayfinding study recommended earlier in the year. He asked if there is a line item in the budget for that. A conversation continued on the presence of specific projects in the Budget. Rico believes there is consultant work that needs to be done to address wayfinding and does not want to wait until 2019.

Ben Franz-Knight noted the Marketing budget is appropriate even though the amount is closer to what was spend in 2015. The goal for 2018 is to not neglect the core market and to focus on “One Market” while still paying attention to MarketFront. Ben and Emily Crawford will reach out to Betty Halfon to review the budget and Rico will review the budget as well with Ben. Ben noted the signage and wayfinding study would be included in the Capital Projects list.

Ray Ishii continued with the budget overview noting Market Foundation costs are still unknown and were not included in the proposed Operating Budget. Matt Hanna recommends waiting for the draft agreement, which should be at the end of September, before adding numbers to the draft budget. The October Executive meeting will include a review of the Services Agreement and budget numbers. Ben Franz-Knight noted there is a cushion in the proposed budget to make adjustments.

Two resolutions were discussed: 17-49 Term Architect which passed but not moved to Consent Agenda. Ray Ishii and Ben Franz-Knight shared the debate over the removal of the word “initial” from the resolution. Matt Hanna asked that 17-49 be added to New Business at full Council. Resolution 17-50, Lease Proposals, was moved to Consent Agenda.

Lastly Ray Ishii noted three final points: 1) a letter and cinnamon rolls was left by a franchise owner of Cinnabon looking to open a location in the Market; 2) Ben Franz-Knight provided a chart on W/MBE contracts. Matt asked that be included in the Council packet; 3) there was no follow-up on cultural appropriation and Ray asked that to be on the October agenda.

D. Executive Director Hiring Committee

Rico Quirindongo noted the stakeholder list that is being circulated and asked Councilmembers to review the list and provide edits by Friday.

Gloria Skouge noted that she would like to reach out to stakeholders before passing along their contact information.

Rico Quirindongo suggested a few names of external stakeholders that need to be included, such as the Mayor’s office, Sally Bagshaw, Office of the Waterfront (Marshall), SOJ (Justine), and DSA (John Scholes). BenFranz-Knight requested that any engagement with staff flow through Directors.

V. Executive Director’s Report

Ben Franz-Knight handed Matt Hanna a photo of the newly created connection between MarketFront and Victor Steinbrueck Park. A bill was received from the City of Seattle for the vacation of Armory Way, in the amount of $780,300. Their appraisal did not include any acknowledgement of the long term and perpetual covenants recorded on the property and it did not incorporate the joint investment between the PDA and City per the development agreement. Ben anticipates delivery of a revised invoice.
The Office of the Waterfront is almost done with their review of the Completion and Compliance letter for the Overlook Walk. Ben anticipates receiving that within a week and hopeful a term sheet or outline will be completed before he leaves at the end of October.

Lastly, Ben Franz-Knight highlighted the exercise that has been started with Managers and Directors to provide a detailed list of 1) what is critical for management and operation of the Market and 2) projects that are either aspirational or not critical to complete in 2017. Ben will work with Directors to cull that list and review it against Council priorities and report on these priorities during October Executive Committee meeting.

VI. Public Comment
Howard Aller noted the return of the rain and the empty sidewalk cafes along First Avenue. He would like to know if there is a way to have those cafes close up in the winter, which would allow pedestrian traffic to be covered by the overhang, and have the cafes return in the summer.

Matt Hanna asked for a report on this at next months’ meeting.

VII. Concerns of Committee Members
Gloria Skouge asked if the state audit had begun. Ben Franz-Knight said that process has begun but the PDA has yet to see their priority areas of focus. Gloria also asked about the status of the Hahn building across the street on First Ave and how that might affect the Market, First Avenue, and Pike Street.

VIII. Adjournment
The meeting was adjourned at 5:45 p.m. by Matt Hanna, Chair.

Meeting minutes submitted by:
Karin Moughamer, Executive Administrator
Section VII:

Financials & Additional Enclosures
# PIKE PLACE MARKET PDA
## BALANCE SHEET
### August 31, 2017

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<th>LIABILITIES &amp; CAPITAL</th>
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<tr>
<td><strong>Total Net Fixed Assets</strong></td>
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<td><strong>141,258,030</strong></td>
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<tr>
<td><strong>Long Term Receivable &amp; Investments</strong></td>
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<td><strong>32,958,386</strong></td>
<td><strong>32,958,386</strong></td>
<td></td>
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<tr>
<td><strong>Other Assets</strong></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Financing Lease</td>
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<td>2,814,727</td>
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<tr>
<td>Contributions To LSH LLC and WASH LLC</td>
<td>200</td>
<td>200</td>
<td>200</td>
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<tr>
<td><strong>Total Other Assets</strong></td>
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<td><strong>2,814,927</strong></td>
<td><strong>2,814,927</strong></td>
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<td><strong>TOTAL ASSETS</strong></td>
<td></td>
<td><strong>212,052,284</strong></td>
<td><strong>209,750,976</strong></td>
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<td></td>
<td><strong>212,052,284</strong></td>
<td><strong>209,750,976</strong></td>
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<tr>
<td><strong>Current Liabilities</strong></td>
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<td>Accounts Payable</td>
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<td>Current Portion - LT Debt</td>
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<td>615,000</td>
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<td>Interest Payable Accrued</td>
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<td>213,604</td>
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<td>Accrued Payroll, Vacation &amp; Taxes</td>
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<td>537,002</td>
<td>622,284</td>
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<td>Accrued Business Taxes</td>
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<td>62,670</td>
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<td>Security Deposits</td>
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<td>414,427</td>
<td>412,032</td>
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<td>Parking Agreement Due To City</td>
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<td>Other Liabilities</td>
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<td>2,735,127</td>
<td>2,730,369</td>
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<td>Unearned WSDOT revenue</td>
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<td>4,410,636</td>
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<tr>
<td><strong>Total Current Liabilities</strong></td>
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<td><strong>11,074,214</strong></td>
<td><strong>10,226,242</strong></td>
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<tr>
<td><strong>Long Term Debt</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2009 PDA Refunding Bonds</td>
<td></td>
<td>1,746,522</td>
<td>1,779,895</td>
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<tr>
<td>2015 Bond Series A and B</td>
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<td>23,745,000</td>
<td>23,745,000</td>
<td></td>
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<tr>
<td>Premium on 2015 Bond Series</td>
<td></td>
<td>2,206,294</td>
<td>2,206,294</td>
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<tr>
<td>N/P City of Seattle - Creamery Lot</td>
<td></td>
<td>445,000</td>
<td>455,000</td>
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<tr>
<td>Q82 Deferred Master Lease Payment</td>
<td></td>
<td>22,927,991</td>
<td>22,927,991</td>
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<tr>
<td>Q83 Deferred Master Lease Payment</td>
<td></td>
<td>9,711,325</td>
<td>9,711,325</td>
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<td></td>
</tr>
<tr>
<td>Current Portion - Long Term Debt</td>
<td></td>
<td>(635,000)</td>
<td>(635,000)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Long Term Debt</strong></td>
<td></td>
<td><strong>60,157,132</strong></td>
<td><strong>60,190,505</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td></td>
<td><strong>71,231,346</strong></td>
<td><strong>70,416,747</strong></td>
<td></td>
<td></td>
<td><strong>71,231,346</strong></td>
<td><strong>70,416,747</strong></td>
</tr>
</tbody>
</table>

**Capital**

|                  |      |               |             |                       |      |               |             |
| Contributed Capital | 11,818,935 | 11,818,935   |                       |      |               |             |
| Prior Years' Results | 122,229,103 | 122,229,103 |                       |      |               |             |
| Current Year Result | 2,397,532  | 1,957,212    |                       |      |               |             |
| Non-Operating Revenues | 4,375,368  | 3,328,979    |                       |      |               |             |
| **Net Operating Capital** | 140,820,938 | 139,334,229 |                       |      |               |             |
## Accounts Receivable

<table>
<thead>
<tr>
<th>Category</th>
<th>Previous Month Balance</th>
<th>Total Current Charges</th>
<th>Total Current Receipts</th>
<th>Current Month Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Revenue</td>
<td>87,708</td>
<td>1,228,743</td>
<td>1,218,775</td>
<td>97,676</td>
</tr>
<tr>
<td>Day stall Revenue</td>
<td>136,698</td>
<td>119,787</td>
<td>131,772</td>
<td>124,713</td>
</tr>
<tr>
<td>Residential Rent (excluding HUD)</td>
<td>22,757</td>
<td>209,838</td>
<td>214,049</td>
<td>18,546</td>
</tr>
<tr>
<td>HUD Subsidy</td>
<td>(1,390)</td>
<td>98,763</td>
<td>91,188</td>
<td>6,185</td>
</tr>
<tr>
<td>Total</td>
<td>245,773</td>
<td>1,657,131</td>
<td>1,655,784</td>
<td>247,120</td>
</tr>
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</table>
PIKE PLACE MARKET PDA - OPERATING BUDGET COMPARISON STATEMENT
Period Ending August 31, 2017

<table>
<thead>
<tr>
<th></th>
<th>Current YTD Actual</th>
<th>Current YTD Budget</th>
<th>Variance</th>
<th>Variance %</th>
<th>Current MONTH Actual</th>
<th>Current MONTH Budget</th>
<th>2017 Revised Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial</td>
<td>7,648,546</td>
<td>7,525,066</td>
<td>123,480</td>
<td>1.6%</td>
<td>1,188,417</td>
<td>1,084,073</td>
<td>11,596,853</td>
</tr>
<tr>
<td>Net Result-PPM QAJCB2</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(12,000)</td>
</tr>
<tr>
<td>Net Result-PPM QAIJC8</td>
<td>33,100</td>
<td>(14,799)</td>
<td>(18,301)</td>
<td>0.0%</td>
<td>(18,284)</td>
<td>-</td>
<td>(19,736)</td>
</tr>
<tr>
<td>Residential</td>
<td>1,840,918</td>
<td>1,844,342</td>
<td>(3,424)</td>
<td>-0.2%</td>
<td>241,726</td>
<td>238,521</td>
<td>2,814,614</td>
</tr>
<tr>
<td>Day Stall</td>
<td>748,984</td>
<td>780,930</td>
<td>(31,946)</td>
<td>-4.1%</td>
<td>128,232</td>
<td>131,335</td>
<td>1,184,300</td>
</tr>
<tr>
<td>Surface Parking</td>
<td>136,234</td>
<td>123,965</td>
<td>12,269</td>
<td>9.9%</td>
<td>24,054</td>
<td>15,495</td>
<td>185,957</td>
</tr>
<tr>
<td>Garage</td>
<td>1,649,795</td>
<td>1,813,335</td>
<td>(163,540)</td>
<td>-9.0%</td>
<td>272,710</td>
<td>324,134</td>
<td>2,503,453</td>
</tr>
<tr>
<td>Events</td>
<td>127,519</td>
<td>126,200</td>
<td>1,319</td>
<td>1.0%</td>
<td>8,468</td>
<td>-</td>
<td>126,200</td>
</tr>
<tr>
<td>Market Foundation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>25,000</td>
</tr>
<tr>
<td>Miscellaneous Revenue</td>
<td>309,607</td>
<td>281,994</td>
<td>27,613</td>
<td>9.8%</td>
<td>41,115</td>
<td>28,823</td>
<td>416,974</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>12,428,503</strong></td>
<td><strong>12,481,033</strong></td>
<td><strong>(52,530)</strong></td>
<td><strong>-0.4%</strong></td>
<td><strong>1,886,438</strong></td>
<td><strong>1,822,381</strong></td>
<td><strong>18,821,615</strong></td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Management</td>
<td>891,801</td>
<td>879,241</td>
<td>(12,560)</td>
<td>-1.4%</td>
<td>99,578</td>
<td>102,226</td>
<td>1,307,215</td>
</tr>
<tr>
<td>Parking</td>
<td>380,655</td>
<td>392,629</td>
<td>-12,974</td>
<td>3.3%</td>
<td>61,685</td>
<td>42,938</td>
<td>582,068</td>
</tr>
<tr>
<td>Operations</td>
<td>3,113,191</td>
<td>3,264,185</td>
<td>(151,994)</td>
<td>4.6%</td>
<td>423,298</td>
<td>397,372</td>
<td>4,873,824</td>
</tr>
<tr>
<td>Utilities</td>
<td>1,893,688</td>
<td>2,044,169</td>
<td>(150,481)</td>
<td>7.4%</td>
<td>323,231</td>
<td>316,239</td>
<td>3,103,097</td>
</tr>
<tr>
<td>Insurance</td>
<td>339,824</td>
<td>309,720</td>
<td>(30,104)</td>
<td>-9.7%</td>
<td>80,393</td>
<td>44,640</td>
<td>491,281</td>
</tr>
<tr>
<td>Administration</td>
<td>1,597,217</td>
<td>1,653,208</td>
<td>(56,981)</td>
<td>3.4%</td>
<td>199,654</td>
<td>177,743</td>
<td>2,371,175</td>
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<tr>
<td>Marketing &amp; Programs</td>
<td>1,105,422</td>
<td>1,175,230</td>
<td>(69,808)</td>
<td>5.9%</td>
<td>151,986</td>
<td>175,017</td>
<td>1,700,097</td>
</tr>
<tr>
<td><strong>TOTAL OPERATING EXPENSES</strong></td>
<td><strong>9,321,798</strong></td>
<td><strong>9,719,472</strong></td>
<td><strong>397,674</strong></td>
<td><strong>4.1%</strong></td>
<td><strong>1,339,825</strong></td>
<td><strong>1,256,175</strong></td>
<td><strong>14,428,757</strong></td>
</tr>
<tr>
<td><strong>NET OPERATING RESULTS</strong></td>
<td><strong>3,106,705</strong></td>
<td><strong>2,761,561</strong></td>
<td><strong>345,144</strong></td>
<td><strong>12.5%</strong></td>
<td><strong>546,613</strong></td>
<td><strong>566,206</strong></td>
<td><strong>4,392,858</strong></td>
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<td><strong>DEBT SERVICE</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bond Principal and Interest Payment PDA</td>
<td>316,272</td>
<td>316,272</td>
<td>-</td>
<td>0.0%</td>
<td>39,534</td>
<td>39,534</td>
<td>474,416</td>
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<tr>
<td>2015 PDA Bond Series A&amp;B</td>
<td>968,168</td>
<td>968,168</td>
<td>-</td>
<td>0.0%</td>
<td>121,021</td>
<td>121,021</td>
<td>1,452,250</td>
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<tr>
<td><strong>TOTAL DEBT SERVICE</strong></td>
<td><strong>1,284,440</strong></td>
<td><strong>1,284,440</strong></td>
<td>-</td>
<td>0.0%</td>
<td><strong>160,555</strong></td>
<td><strong>160,555</strong></td>
<td><strong>1,926,666</strong></td>
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<tr>
<td><strong>RESERVES - DESIGNATED</strong></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension Contribution</td>
<td>345,000</td>
<td>345,000</td>
<td>-</td>
<td>0.0%</td>
<td>-</td>
<td>-</td>
<td>345,000</td>
</tr>
<tr>
<td>LIIH Interest to Reserve</td>
<td>117</td>
<td>108</td>
<td>9</td>
<td>8.3%</td>
<td>15</td>
<td>15</td>
<td>164</td>
</tr>
<tr>
<td><strong>TOTAL DESIGNATED RESERVES</strong></td>
<td><strong>345,117</strong></td>
<td><strong>345,108</strong></td>
<td>-</td>
<td>0.0%</td>
<td><strong>15</strong></td>
<td><strong>15</strong></td>
<td><strong>345,164</strong></td>
</tr>
<tr>
<td>&gt;&gt; Net Results after Debt Service &amp; Reserves</td>
<td><strong>1,477,148</strong></td>
<td><strong>1,132,013</strong></td>
<td><strong>345,135</strong></td>
<td><strong>30.5%</strong></td>
<td><strong>386,043</strong></td>
<td><strong>405,636</strong></td>
<td><strong>2,121,028</strong></td>
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<tr>
<td><strong>CAPITAL RESERVE CONTRIBUTION</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contribution - Capital Projects/CRRF</td>
<td>1,477,148</td>
<td>1,132,013</td>
<td><strong>345,135</strong></td>
<td><strong>0.0%</strong></td>
<td>386,043</td>
<td>405,636</td>
<td>2,121,028</td>
</tr>
<tr>
<td><strong>TOTAL RESERVES &amp; CONTRIBUTIONS</strong></td>
<td><strong>1,477,148</strong></td>
<td><strong>1,132,013</strong></td>
<td><strong>345,135</strong></td>
<td><strong>0.0%</strong></td>
<td><strong>386,043</strong></td>
<td><strong>405,636</strong></td>
<td><strong>2,121,028</strong></td>
</tr>
</tbody>
</table>
### Note 1: Commercial Revenue

<table>
<thead>
<tr>
<th></th>
<th>2017 Total Budget</th>
<th>YTD ACTUAL</th>
<th>YTD BUDGET</th>
<th>YTD 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% of total</td>
<td>Aug</td>
<td>% YTD</td>
<td>Aug</td>
</tr>
<tr>
<td></td>
<td>Comm Revenue</td>
<td>Actual</td>
<td>Comm Rev</td>
<td>Budget</td>
</tr>
<tr>
<td>Base Rent - Retail</td>
<td>30.4%</td>
<td>2,351,418</td>
<td>30.7%</td>
<td>2,318,800</td>
</tr>
<tr>
<td>Base Rent - Office</td>
<td>5.0%</td>
<td>373,098</td>
<td>4.9%</td>
<td>380,432</td>
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<tr>
<td>Prep Space</td>
<td>0.5%</td>
<td>40,663</td>
<td>0.5%</td>
<td>40,400</td>
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<tr>
<td>Common Area</td>
<td>19.3%</td>
<td>1,411,620</td>
<td>18.5%</td>
<td>1,396,167</td>
</tr>
<tr>
<td>Total Rent Revenue</td>
<td></td>
<td>4,176,799</td>
<td></td>
<td>4,135,799</td>
</tr>
<tr>
<td>Percentage Rent (1)</td>
<td>35.7%</td>
<td>2,786,242</td>
<td>36.4%</td>
<td>2,694,100</td>
</tr>
<tr>
<td>Direct Utilities</td>
<td>7.2%</td>
<td>542,228</td>
<td>7.1%</td>
<td>553,117</td>
</tr>
<tr>
<td>Storage/Cooler</td>
<td>1.6%</td>
<td>117,735</td>
<td>1.5%</td>
<td>120,650</td>
</tr>
<tr>
<td>Tenant Work Reimbursements</td>
<td>0.1%</td>
<td>7,235</td>
<td>0.1%</td>
<td>6,736</td>
</tr>
<tr>
<td>Late Fees</td>
<td>0.2%</td>
<td>18,307</td>
<td>0.2%</td>
<td>14,664</td>
</tr>
<tr>
<td>Total Commercial Revenue</td>
<td></td>
<td>7,648,546</td>
<td>100%</td>
<td>7,525,066</td>
</tr>
</tbody>
</table>

(1) See attachment for Percentage Rent revenue data by month.

### Note 2: Residential Revenue

<table>
<thead>
<tr>
<th></th>
<th>2017 Total Budget</th>
<th>YTD ACTUAL</th>
<th>YTD BUDGET</th>
<th>YTD 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% of total</td>
<td>Aug</td>
<td>% YTD</td>
<td>Aug</td>
</tr>
<tr>
<td>Residential Rents</td>
<td>98.2%</td>
<td>1,814,968</td>
<td>98.6%</td>
<td>1,814,508</td>
</tr>
<tr>
<td>Laundry Net of Taxes</td>
<td>0.7%</td>
<td>9,136</td>
<td>0.5%</td>
<td>9,126</td>
</tr>
<tr>
<td>Other(1)</td>
<td>1.1%</td>
<td>16,814</td>
<td>0.9%</td>
<td>20,708</td>
</tr>
<tr>
<td>Total Residential Revenue</td>
<td></td>
<td>1,840,918</td>
<td>100%</td>
<td>1,844,342</td>
</tr>
</tbody>
</table>

(1) Other includes maintenance services, storage, rental screening & late fees.

### Note 3: Day Stall Revenue

<table>
<thead>
<tr>
<th></th>
<th>2017 Total Budget</th>
<th>YTD ACTUAL</th>
<th>YTD BUDGET</th>
<th>YTD 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% of total</td>
<td>Aug</td>
<td>% YTD</td>
<td>Aug</td>
</tr>
<tr>
<td></td>
<td>Day Rev</td>
<td>Actual</td>
<td>Day Rev</td>
<td>Budget</td>
</tr>
<tr>
<td>Daily Craft</td>
<td>61.7%</td>
<td>457,850</td>
<td>61.1%</td>
<td>469,000</td>
</tr>
<tr>
<td>Daily Farmer</td>
<td>20.9%</td>
<td>163,323</td>
<td>21.8%</td>
<td>169,500</td>
</tr>
<tr>
<td>Remote Markets</td>
<td>4.2%</td>
<td>36,440</td>
<td>4.9%</td>
<td>35,000</td>
</tr>
<tr>
<td>Cooler / Locker Rent</td>
<td>7.3%</td>
<td>55,560</td>
<td>7.4%</td>
<td>56,650</td>
</tr>
<tr>
<td>Permits, market bags &amp; other</td>
<td>2.1%</td>
<td>20,078</td>
<td>2.7%</td>
<td>23,180</td>
</tr>
<tr>
<td>Late Fees</td>
<td>1.3%</td>
<td>8,000</td>
<td>1.1%</td>
<td>9,100</td>
</tr>
<tr>
<td>Specialty Crop Block Grant</td>
<td>2.3%</td>
<td>7,933</td>
<td>1.1%</td>
<td>18,500</td>
</tr>
<tr>
<td>Total Day Stall Revenue</td>
<td></td>
<td>748,984</td>
<td>100%</td>
<td>780,930</td>
</tr>
</tbody>
</table>
### Note 5: Surface Revenue

<table>
<thead>
<tr>
<th>Revenue Type</th>
<th>2017 Total Budget</th>
<th>YTD ACTUAL</th>
<th>YTD BUDGET</th>
<th>YTD 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% of total</td>
<td>Aug</td>
<td>% YTD</td>
<td>Aug</td>
</tr>
<tr>
<td>Surface Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surface Revenue Net of Taxes</td>
<td>153.8%</td>
<td>249,064</td>
<td>182.8%</td>
<td>190,719</td>
</tr>
<tr>
<td>City Share of Revenues</td>
<td>-53.8%</td>
<td>(112,830)</td>
<td>-82.8%</td>
<td>(66,754)</td>
</tr>
<tr>
<td>Surface Parking Net of Taxes &amp; City Share</td>
<td>100%</td>
<td>136,234</td>
<td>100%</td>
<td>123,965</td>
</tr>
</tbody>
</table>

### Note 6: Garage Revenue

<table>
<thead>
<tr>
<th>Revenue Type</th>
<th>2017 Total Budget</th>
<th>YTD ACTUAL</th>
<th>YTD BUDGET</th>
<th>YTD 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% of total</td>
<td>Aug</td>
<td>% YTD</td>
<td>Aug</td>
</tr>
<tr>
<td>Parking Revenue Net of Taxes</td>
<td>99.5%</td>
<td>1,636,285</td>
<td>99.2%</td>
<td>1,802,335</td>
</tr>
<tr>
<td>Parking Reimbursement</td>
<td>0.5%</td>
<td>13,510</td>
<td>0.8%</td>
<td>11,000</td>
</tr>
<tr>
<td>Total Garage Revenue</td>
<td>100%</td>
<td>1,649,795</td>
<td>100%</td>
<td>1,813,335</td>
</tr>
</tbody>
</table>

### Note 7: Events Revenue

<table>
<thead>
<tr>
<th>Revenue Type</th>
<th>2017 Total Budget</th>
<th>YTD ACTUAL</th>
<th>YTD BUDGET</th>
<th>YTD 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% of total</td>
<td>Aug</td>
<td>% YTD</td>
<td>Aug</td>
</tr>
<tr>
<td>Conference Rooms Net of Taxes</td>
<td>97.2%</td>
<td>124,522</td>
<td>97.6%</td>
<td>120,200</td>
</tr>
<tr>
<td>Ticket Revenue</td>
<td>2.8%</td>
<td>2,997</td>
<td>2.4%</td>
<td>6,000</td>
</tr>
<tr>
<td>Total Events Revenue</td>
<td>100%</td>
<td>127,519</td>
<td>100%</td>
<td>126,200</td>
</tr>
</tbody>
</table>

### Note 8: Miscellaneous Revenue

| Revenue Type                              | 2017 Total Budget | YTD ACTUAL | YTD BUDGET | YTD 2017 |
|                                          | % of total        | Aug  | % YTD | Aug  | % YTD | Variance |
| Security Service Contracts               | 14.0%    | 42,728 | 13.8% | 34,640 | 12.3% | 8,088 | 23.3% |
| Management Fees[1]                       | 28.4%    | 48,708 | 15.7% | 48,810 | 17.3% | (102) | -0.2% |
| Investment Income/Interest               | 13.0%    | 95,828 | 31.0% | 59,184 | 21.0% | 36,644 | 61.9% |
| Film/License Revenue                     | 6.7%     | 3,061 | 2.7%  | 20,000 | 0.2%  | (14,739) | -63.0% |
| Other Revenues[2]                        | 37.9%    | 113,982 | 36.8% | 116,260 | 41.2% | (2,278) | -2.0% |
| Total Miscellaneous Revenue              | 100%     | 309,607 | 100%  | 281,994 | 100%  | 27,613 | 9.8% |

(1) Management fees from LaSalle Senior Housing LLC and Western Avenue Senior Housing.
(2) Other Revenues includes Constituency Revenue, Misc taxable & Non-taxable Revenue, Key and Access Cards, Trademark/Royalties, Market Tours and Runnage Hall less sales tax.
### Note 9  Property Management Expenses

<table>
<thead>
<tr>
<th></th>
<th>YTD ACTUAL Actual</th>
<th>YTD ACTUAL % FM Exp</th>
<th>YTD BUDGET</th>
<th>YTD BUDGET % PM Exp</th>
<th>YTD 2017 Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial</td>
<td>295,987</td>
<td>23.3%</td>
<td>281,302</td>
<td>22.1%</td>
<td>(14,685)</td>
</tr>
<tr>
<td>Residential</td>
<td>422,980</td>
<td>33.2%</td>
<td>420,767</td>
<td>33.1%</td>
<td>(2,213)</td>
</tr>
<tr>
<td>Daystar</td>
<td>172,834</td>
<td>13.6%</td>
<td>177,172</td>
<td>13.9%</td>
<td>4,338</td>
</tr>
<tr>
<td>Surface Parking</td>
<td>46,827</td>
<td>3.7%</td>
<td>53,740</td>
<td>4.2%</td>
<td>6,933</td>
</tr>
<tr>
<td>Garage</td>
<td>333,828</td>
<td>26.2%</td>
<td>339,869</td>
<td>26.7%</td>
<td>6,041</td>
</tr>
<tr>
<td><strong>Total Property Management Expenses</strong></td>
<td><strong>1,272,456</strong></td>
<td><strong>100%</strong></td>
<td><strong>1,272,870</strong></td>
<td><strong>100%</strong></td>
<td><strong>414</strong></td>
</tr>
</tbody>
</table>

### Note 10  Operations Expenses

<table>
<thead>
<tr>
<th></th>
<th>YTD ACTUAL Actual</th>
<th>YTD ACTUAL % Ops Exp</th>
<th>YTD BUDGET</th>
<th>YTD BUDGET % Ops Exp</th>
<th>YTD 2017 Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilities</td>
<td>1,232,005</td>
<td>23.0%</td>
<td>1,302,501</td>
<td>23.2%</td>
<td>70,496</td>
</tr>
<tr>
<td>Security</td>
<td>1,001,085</td>
<td>18.7%</td>
<td>1,028,671</td>
<td>18.3%</td>
<td>27,586</td>
</tr>
<tr>
<td>Maintenance</td>
<td>753,766</td>
<td>14.1%</td>
<td>807,437</td>
<td>14.4%</td>
<td>53,671</td>
</tr>
<tr>
<td>Capital Management</td>
<td>126,335</td>
<td>2.4%</td>
<td>125,576</td>
<td>2.2%</td>
<td>(759)</td>
</tr>
<tr>
<td>Utilities</td>
<td>1,893,688</td>
<td>35.4%</td>
<td>2,044,169</td>
<td>36.4%</td>
<td>150,481</td>
</tr>
<tr>
<td>Insurance</td>
<td>339,824</td>
<td>6.4%</td>
<td>309,720</td>
<td>5.5%</td>
<td>(30,104)</td>
</tr>
<tr>
<td><strong>Total Operations Expenses</strong></td>
<td><strong>5,346,703</strong></td>
<td><strong>100%</strong></td>
<td><strong>5,618,074</strong></td>
<td><strong>100%</strong></td>
<td><strong>271,371</strong></td>
</tr>
</tbody>
</table>

### Note 11  Administration Expenses

<table>
<thead>
<tr>
<th></th>
<th>YTD ACTUAL Actual</th>
<th>YTD ACTUAL % Adm Exp</th>
<th>YTD BUDGET</th>
<th>YTD BUDGET % Adm Exp</th>
<th>YTD 2017 Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>632,903</td>
<td>39.6%</td>
<td>626,587</td>
<td>37.9%</td>
<td>(6,316)</td>
</tr>
<tr>
<td>Finance</td>
<td>269,163</td>
<td>18.1%</td>
<td>294,644</td>
<td>17.8%</td>
<td>5,481</td>
</tr>
<tr>
<td>Office Administration</td>
<td>312,723</td>
<td>19.6%</td>
<td>348,959</td>
<td>21.1%</td>
<td>36,236</td>
</tr>
<tr>
<td>Human Resources</td>
<td>150,946</td>
<td>9.3%</td>
<td>167,764</td>
<td>10.1%</td>
<td>16,818</td>
</tr>
<tr>
<td>Information Services</td>
<td>211,482</td>
<td>13.2%</td>
<td>215,344</td>
<td>13.0%</td>
<td>3,862</td>
</tr>
<tr>
<td><strong>Total Administration Expenses</strong></td>
<td><strong>1,597,217</strong></td>
<td><strong>100%</strong></td>
<td><strong>1,653,298</strong></td>
<td><strong>100%</strong></td>
<td><strong>56,081</strong></td>
</tr>
</tbody>
</table>

### Note 12  Programs Expenses

<table>
<thead>
<tr>
<th></th>
<th>YTD ACTUAL Actual</th>
<th>YTD ACTUAL % Prg Exp</th>
<th>YTD BUDGET</th>
<th>YTD BUDGET % Prg Exp</th>
<th>YTD 2017 Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>520,693</td>
<td>47.1%</td>
<td>536,821</td>
<td>45.7%</td>
<td>16,128</td>
</tr>
<tr>
<td>Farm Program</td>
<td>207,461</td>
<td>18.8%</td>
<td>204,070</td>
<td>17.4%</td>
<td>(3,391)</td>
</tr>
<tr>
<td>Community Events &amp; Programs</td>
<td>165,978</td>
<td>15.0%</td>
<td>194,657</td>
<td>16.6%</td>
<td>28,679</td>
</tr>
<tr>
<td>Market Foundation</td>
<td>211,290</td>
<td>19.1%</td>
<td>239,682</td>
<td>20.4%</td>
<td>28,392</td>
</tr>
<tr>
<td><strong>Total Program Expenses</strong></td>
<td><strong>1,105,422</strong></td>
<td><strong>100%</strong></td>
<td><strong>1,175,230</strong></td>
<td><strong>100%</strong></td>
<td><strong>69,808</strong></td>
</tr>
</tbody>
</table>
### 2017 CALENDAR YEAR

**Percentage Rent Revenue By Month of Sales**

<table>
<thead>
<tr>
<th>Month</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Total</th>
<th>Approved Budget</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>387,315</td>
<td>180,152</td>
<td>4,049</td>
<td>1,768</td>
<td>1,832</td>
<td>3,410</td>
<td>22,040</td>
<td>429,114</td>
<td>4,285</td>
<td>4,708</td>
<td>543,968</td>
<td>2,786,422</td>
<td>2,694,100</td>
<td>92,124</td>
</tr>
</tbody>
</table>

### 2016 CALENDAR YEAR

**Percentage Rent Revenue By Month of Sales**

<table>
<thead>
<tr>
<th>Month</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Total</th>
<th>Approved Budget</th>
<th>Variance</th>
</tr>
</thead>
</table>

### 2015 CALENDAR YEAR

**Percentage Rent Revenue By Month of Sales**

<table>
<thead>
<tr>
<th>Month</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Total</th>
<th>Approved Budget</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>187</td>
<td>285</td>
<td>3,634</td>
<td>15,266</td>
<td>313,570</td>
<td>138,131</td>
<td>19,229</td>
<td>188,059</td>
<td>252,720</td>
<td>291,326</td>
<td>326,950</td>
<td>322,942</td>
<td>342,000</td>
<td>9,000</td>
</tr>
</tbody>
</table>

### 2014 CALENDAR YEAR

**Percentage Rent Revenue By Month of Sales**

<table>
<thead>
<tr>
<th>Month</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Total</th>
<th>Approved Budget</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>187</td>
<td>285</td>
<td>3,634</td>
<td>15,266</td>
<td>313,570</td>
<td>138,131</td>
<td>19,229</td>
<td>188,059</td>
<td>252,720</td>
<td>291,326</td>
<td>326,950</td>
<td>322,942</td>
<td>342,000</td>
<td>9,000</td>
</tr>
</tbody>
</table>

**Note:**
- All data is rounded to the nearest whole number.
- Variance is calculated as (Actual - Budget).
1 Capital Replace Reserve Fund Balance

<table>
<thead>
<tr>
<th>Description</th>
<th>Anticipated Year end Balance</th>
<th>Current YTD Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance 12/31/2016</td>
<td>8,401,068</td>
<td>8,401,068</td>
</tr>
<tr>
<td>Surplus allocation of the prior year</td>
<td>913,644</td>
<td>913,644</td>
</tr>
<tr>
<td>Balance as of 1/1/17</td>
<td>9,314,712</td>
<td>9,314,712</td>
</tr>
</tbody>
</table>

Budget 2017 Contribution:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Reserve - PDA and Gar</td>
<td>2,121,028</td>
<td>1,477,148</td>
</tr>
</tbody>
</table>

Capital Projects Spending:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016 projects carried over to 2017</td>
<td>(386,092)</td>
<td>(406,570)</td>
</tr>
<tr>
<td>2017 capital projects</td>
<td>(1,700,000)</td>
<td>(872,597)</td>
</tr>
<tr>
<td></td>
<td>(2,086,092)</td>
<td>(1,279,167)</td>
</tr>
</tbody>
</table>

CRRF Capital Reserve Balance

<table>
<thead>
<tr>
<th>Amount</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>9,349,648</td>
<td>9,512,693</td>
</tr>
</tbody>
</table>

2 Reconciliation of Net Operating Result (Operating Statement) to Current Year Result (Balance Sheet)

(a) Net Operating Result - Operating Statement

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Interest Expense on Bonds</td>
<td>(848,121)</td>
</tr>
<tr>
<td>Non Cash Revenue - Developer Fee from WASH LLC</td>
<td>138,948</td>
</tr>
<tr>
<td>Total Reconciliation items</td>
<td>(709,173)</td>
</tr>
<tr>
<td></td>
<td>3,106,705</td>
</tr>
</tbody>
</table>

(b) Current Year Result - Balance Sheet

<table>
<thead>
<tr>
<th>Amount</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,397,532</td>
<td></td>
</tr>
<tr>
<td>BLDG</td>
<td>Code</td>
</tr>
<tr>
<td>-------</td>
<td>--------</td>
</tr>
<tr>
<td>nor</td>
<td>163250-00</td>
</tr>
<tr>
<td>pda</td>
<td>163400-00</td>
</tr>
<tr>
<td>pin</td>
<td>163755-00</td>
</tr>
<tr>
<td>soa</td>
<td>163763-00</td>
</tr>
<tr>
<td>soa</td>
<td>163778-00</td>
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<tr>
<td>vary</td>
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<tr>
<td>pin</td>
<td>163806-00</td>
</tr>
<tr>
<td>las</td>
<td>163807-00</td>
</tr>
<tr>
<td>soa</td>
<td>163808-00</td>
</tr>
<tr>
<td>car</td>
<td>163809-00</td>
</tr>
<tr>
<td>pin</td>
<td>163810-00</td>
</tr>
<tr>
<td>lel</td>
<td>163813-00</td>
</tr>
<tr>
<td>lel</td>
<td>163814-00</td>
</tr>
<tr>
<td>soa</td>
<td>163815-00</td>
</tr>
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<td>las</td>
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<tr>
<td>soa</td>
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<tr>
<td>ste</td>
<td>163821-00</td>
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<tr>
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<tr>
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</tr>
<tr>
<td>pda</td>
<td>163824-00</td>
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<tr>
<td>ste</td>
<td>163825-00</td>
</tr>
<tr>
<td>fai</td>
<td>164103-00</td>
</tr>
<tr>
<td>fai</td>
<td>164104-00</td>
</tr>
</tbody>
</table>

**Budget**

| Capital Projects 2017 | 775,861 | 775,861 |

**Sub-Total**

386,092 1,300,000 1,686,092 942,585

**MISCELLANEOUS** (Tenant Compensations and Commercial Tenant Improvements)

<table>
<thead>
<tr>
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**Sub-Total**

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**Sub-Total**

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**A&E - ARCHITECTURAL, ENGINEERING, DESIGN & APPLICATION CONTRACTING - OUTSOURCED**

**CAPITAL INVENTORY**

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**Sub-Total**

0 400,000 400,000 334,822

**Total**

386,092 1,700,000 2,086,092 1,279,167
Pike Place Market PDA
W/MBE Contracts

Contracted Maintenance and Capital Repairs  $619,379.00

MWBE Contracted Maintenance and Capital Repairs  $323,205.00

Seven Active Contracts

Total as of 8/2017  $942,584.00

Contracted R&M

- $323,205.00, 34%
- $619,379.00, 66%
Residential Property Update Report
September, 2017

Improvement on turn over and eight move-ins during August have resulted in reduced vacancy, bringing us back to budgeted level of 3% vacancy for the last month. Our focus has been on turning over Section 8 units and at month end we had five Stewart House SRO units to fill – and expect to do so as repairs are completed – which is going smoothly.
Highlights

August was marked with several staff on vacation on others filling in to get the work done and keep buildings in good operation.

Livingston Baker –

We have informed residents of Livingston Baker of a pending rent increase (averaging 10%) which will go into effect later this year. As mentioned last month this is a “catch up” related to an expired cap on rents that was in effect for the last 10 years. Rents will continue to be considered low-income/affordable for Seattle (60 to 80% of AMI) and this will not affect rents for tenants with Section 8 subsidies. We will provide special consideration for three tenants who have lived in the building over 10 years paying the lower rent limits without subsidies.

Western Avenue Senior Housing –

Have had the first two move outs and ready to move in new tenants. The residential community is coming together as a group and seems to be successful. WiFi service was activated for the building lobby at the end of August.

Stewart House

Continue to operate with staff fill in for manager who is on family leave and will return mid-September. We are finding success with enhanced bed bug treatment efforts.

Staff training – Fair Housing Workshops scheduled for this fall
**Programs and Events**

Bookings are tapering off due to reduction in programming and cancellation of weekend rentals. Staffing was reduced to one person in the office effective September 15 through the end of the year. We expect some additional revenue through the end of year as there continues to be demand for meeting rooms on weekdays.

Several holiday events and private parties remain on the schedule for November and December.

Effective October 1, we are transferring management of the Atrium Kitchen and booking of programs in that location and the Atrium floor to a private operator, Traci Post, who has been a strong supporter of Market Meals and other community programs in addition to running her own cooking instruction and catering classes. Initial operations are under a three month agreement allowing for continuation of previously booked events and continuation of community programs. We expect more active programming as she enlists others to participate in a schedule of classes, pop ups, team building and catered events. We expect to convert this to a lease in 2018.

On September 10th we hosted the first rental client for a private activity on the MarketFront Pavilion – a company anniversary party for Miller Hull architects.

We will be transferring management of room rentals and pavilion event rentals to commercial department in 2018.
Upcoming events supporting the Market community:

- Oct. 3 – **Feast of the Market** benefits Neighborcare Health at Pike Place Market
- Oct. 8 – **Walk For Kids** raises funds and awareness for the Pike Market Child Care and Preschool
- Oct. 20 – **Behind the Table** a benefit for the Market Community Safety Net organized by the Market Producers

Recent Fundraising Results:

- **Cooking with Class benefit (Third Party) event** – Raised $121,820 (gross)
- **Pike Up! Campaign**

<table>
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<th>Pike Up! Campaign</th>
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<tr>
<td>CHARMS</td>
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**Market Charms & Bronze Hoofprints:** Phase two installation of Charms and Hoofprints is planned for early October and a donor party on October 12th. Moving forward our campaign message will focus on the expansion of social services at the Market and building the Community Impact Fund.

**The Market Commons:**

On Sept. 19 we celebrated the Grand Opening of The Market Commons: a neighborhood center in the heart of Pike Place Market.

Washington State Speaker of the House Frank Chopp led the ribbon cutting ceremony. Joined by our Market social service partners, community members and major donors, together, we celebrated the expansion of services for the community. The Market Commons carries on the 35-year tradition of the Pike Place Market Foundation to support this thriving, caring community in and around the Market.

We invite you to come down and visit and learn from our staff at the Resource Desk and participate in community activities and programs. For more information and a calendar of events go to [www.themarketcommons.org](http://www.themarketcommons.org)
The Market Insider

Monthly news for tenants of the Pike Place Market PDA

September 2017

The 4th Annual Behind the Table Returns Oct. 20

Tickets are now on sale for the 4th annual Behind the Table: Meet the Artisans of Pike Place Market. This event, hosted by Pike Place Producers and sponsored by a lineup of Market businesses, will be filled with local art, live music, dinner, drinks, an auction, and more. Proceeds will directly benefit the Market Community Safety Net, a fund that can provide financial assistance to anyone working or living in Pike Place Market when in a time of need. Behind the Table is Friday, October 20 from 5 - 10 p.m. on the MarketFront Pavilion. To RSVP visit www.behindthetable.org. If you are interested in volunteering or donating to the event, please email fundraiser@behindthetable.org.

The Market Commons to Open

Keep an eye out for the doors to open on The Market Commons located at the southeast corner of Western Avenue Senior Housing. Operated by the Pike Place Market Foundation, The Market Commons will serve as a resource center to inform neighbors of existing services and a place to develop new, innovative programs to meet the needs of our community. Everyone in the community is welcome. Learn more at www.themarketcommons.org.

Farmers Markets Continue in September

Are you a farmers market shopper? Share your experiences! Please inform us about your shopping experiences at any of Pike Place Market’s farmers markets. Your feedback is valued and helps guide operational decisions.

Take an anonymous, quick, short survey before September 12. You can find the survey on pikeplacemarkert.org under "Farmers Market."

The following farmers markets will be ending this month:

- Wednesday’s Pike Place Evening Market on Sept. 27
- First Hill Market on Sept. 29

This season’s Farm to Go CSA program will be ending on September 27.

PARK(ing) Day

PARK(ing) Day is September 15 and provides an opportunity for Seattleites to rethink how streets can be used. The program is intended to encourage creative placemaking as well as raise awareness of the importance of walkable, livable and healthy communities.

Representatives from the Pike Place Market Historical Commission (Seattle Department of Neighborhoods) and Seattle Municipal Archives, as well as volunteers from the Pike Place Market Historical Society will be under the clock and sign. They will have historic photos on display and will answer any questions related to the Market’s history and preservation.

City Hall Plaza Market
Tuesdays, 10 a.m.-2 p.m.
600 4th Ave.

Denny Regrade Market
Tuesdays, 10 a.m.-2 p.m.
7th & Lenora

Pike Place Evening Market
Wednesdays, 3-7 p.m.
Pike Place & Pine St.

South Lake Union Market
Thursdays, 10 a.m.-2 p.m.
410 Terry Ave. N

First Hill Market
Fridays, 10 a.m.-2 p.m.
9th & University St.
Caspar Babypants Concert Raises Funds for Pike Market Childcare

A total of $1,300 was raised for the Pike Market Childcare and Preschool at the Caspar Babypants concert, Saturday, August 12 in the MarketFront Pavilion. Former Market busker Chris Ballew, better known today as “kindie” rocker, Caspar Babypants, held the concert as a tuition assistance fundraiser for the Pike Market Childcare and Preschool, which has been serving families of all income levels since 1982. The Pavilion was full of kids and parents dancing, jumping and singing their hearts out to popular tunes, as well as new ones from Caspar’s “Jump for Joy” album. Ballew’s wife and Market craftsperson, Kate Endle, displayed her artwork and donated a large portion of the sales from the evening to the childcare center.

Thank you to all who attended this great event; and to Chris, Kate and the many volunteers who donated time and effort to make this event a great success!

Daystall Seasonal Changes

Farmers setting up in daystalls must check in by 8 a.m. in September and 8:30 a.m. in October. Daystall vendors must complete business and clear their area by 7 p.m. in September and by 6 p.m. in October. Daystall craftpeople are required to be open for business until 4 p.m. Sunday - Wednesday and 5 p.m. Thursday - Saturday in September and until 4 p.m. October - May. The shoulder season (October - December) table rental rates for daystalls are as follows:

- Monday - Thursday: $12.62
- Friday: $24.31
- Saturday: $35.28
- Sunday: $24.31

PDA Committee & Council Meetings

Meetings are in the top floor of the Economy Building.

- September 6: Executive Director Hiring: 3 p.m.
- September 11: Community Budget Meeting: 4:30 p.m.
- September 12: Market Programs: 4 p.m.
- September 13: Executive Director Hiring: 3 p.m.
- September 19: Market Connections: 4 p.m.
- September 19: Finance & Asset Management: 4 p.m.
- September 20: Executive Director Hiring: 3 p.m.
- September 27: Executive: 4:30 p.m.
- September 27: Executive Director Hiring: 3:30 p.m.
- September 27: Special FAM Budget Discussion & Public Comment: 4:30 p.m.
- September 28: PDA Council: 4 p.m.

Sunset Supper Reaches Goal

From the Pike Place Market Foundation:

Thank you to the entire Market community for your patience and support for this year’s Sunset Supper event. Guests enjoyed the sounds from Lady A and noshed and sipped tastes from iconic Market businesses like: Athenian, Uli’s, Pike Place Chowder, Rachel’s Ginger Beer, Wilridge Winery, Starbucks, DeLaurenti, Chef Steps, Ellenos, Old Stove, Le Pichet, Los Agaves, Matt’s in the Market, Shug’s, and Storyville.

Countless Market businesses contributed to the prize wheel helping us reach our fundraising goal of $350,000. The funds raised will contribute to the health and strength of the community. Thank you, for another great year!

John Stamets "Portrait of a Market" Symposium & Exhibit

More than 200 people participated in the Portrait of a Market Symposium and Exhibit. 22 photos were reproduced from the original negatives and displayed in their original locations such as Post Alley, the Economy Building and the Main Arcade.

Constituency Meetings

Meetings are on the top floor of the Economy Building.

- September 19: General Assembly: after PDA Finance meeting
- September 28: Executive Committee: after PDA Council mtg.

Downtown Conventions

- Sept. 16-19: American Society for Healthcare Human Resources Administration. 900 attendees.

Staff Comings & Goings

Welcome aboard to:
- Tremon Mowatt, Seasonal Security Officer, Velma Chaney, Market Commons Coordinator, Barry Badger, Seasonal Parking Attendant, and Shelley Brehm, Parking Manager.

Need more info?
Call the PDA office if you have questions. 206.682.7453
pikeplacemarket.org
Dear council members;

Two years ago I submitted a proposal the PDA regarding the summer traffic and pedestrian conflicts at the confluence of Virginia, Pike Place and Western Avenue. The concept has received support from members of the community and city council.

I understand the cross walk issue is being considered by the PDA Council with the proposed “certified flaggers.” This may be a good initial approach, and addresses the need of traffic conducting training. Please consider allowing the evolution of this approach into a creative expression, one that supports the arts and entrepreneurial spirit of the Market, including possibly one that could be self-sustaining, as the my attached 2014 proposal suggests.

Thank you for your time.

Buster Simpson (former PDA Historic Commissioner and market artist).

Buster Simpson
901 Yakima Ave S, Seattle, WA 98144
206.328.6212 studio/fax
206.753.7717 mobile
buster@bustersimpson.net
www.bustersimpson.net
The Traffic Conductor

Seattle’s Pike Place Market is a landmark of vast cultural and historical importance. It exists as an immediately recognizable emblem of the city and thus an immensely popular tourist attraction, whilst simultaneously maintaining its original purpose as a public nexus. “Meet the producer,” is the claim made on its iconic sign, a promise of communication and connection between customer and product which holds true today. The proposed Traffic Conductor project seeks to capitalize on the duality of the market’s spirit, the combination of pragmatic utility with dynamic aesthetic appeal, by creating a performance venue that addresses utilitarian need through a positive and educational methodology, intended to turn a liability into an asset.

The main entry point of the Market at the intersection of 1st Avenue and Pike Place uses traffic signalization and an all-way pedestrian crossing to effectively and safely facilitate the movement of pedestrians and vehicles. This central entrance has a counterpart at the confluence of Western Avenue, Pike Place, and Virginia Street. This three way stop intersection is often inundated with vehicle and pedestrian congestion due to heavy use of Western and Virginia by vehicles and the high level of pedestrian flow to and from Pike Place Market, particularly noticeable at the crosswalk between Pike Place and Victor Steinbrueck Park. Congestion at this intersection is likely to increase due to future development including the adjacent hill climb corridor that connects the Market to the Seattle waterfront. Rather than implementing the same system in place at the main entrance, which is both expensive and unresponsive to the varying dynamics of this site, it is suggested that this provides a premier opportunity for the installation of the Traffic Conductor. The Conductor presents a means of combatting the dysfunctional nature of this crossroads and its potential for traffic violations and accidents. The traffic conductor’s zone would be established in the intersection and would act as a stage from which an artist could direct traffic in a performative manner, bringing increased enjoyment and civility to this problematic junction.

The performer, who would be certified to direct traffic, would serve both to help ensure safety and to entertain drivers and pedestrians alike. This creative reimagining of traffic direction has proved to be an effective method of encouraging desirable driving behaviors in multiple other locations, most notably in Bogota, Colombia. The act of performance fits within the substantial busking tradition that is present at Pike Place Market. Like other street performers, the artist installed at this intersection will provide entertainment, but will also possess practical purpose, crafting a sense of poetic utility that is well in line with the ethos of the Market. Just as visitors flock to see the fishmonger’s theatrical tossing of the fish, they will be intrigued by the elevation of traffic direction to an art form. The appearance and actions of the performer will serve to capture public attention that the performer then harnesses as a means of promoting civil responsibility and education about traffic regulation. The specifics of the performer(s)’s identity and performative activity, could be resolved through a workshop event that would engender community engagement around public safety and traffic concerns as well as the arts. This proposed installation of both platform and artist could serve as a temporary prototype that would allow investigation of the potential of this creative approach in Seattle.

Primary evidence of the efficacy of this approach lies in the creative initiative utilized by Antanas Mockus, former mayor of Bogota (two nonconsecutive terms, 1995-97 and 2001-03):

• Mockus employed 420 mime artists to combat widespread disregard for traffic regulation and encourage responsible behavior. The mimes used positive reinforcement, in the form of clapping, smiles, and blow kisses, as a reward for good driving behaviors such as stopping at crosswalks. Bad driving behaviors and traffic violations were met with gentle mimicry and mocking. Mimes also distributed cards which depicted either a thumbs up or thumbs down to the public, thus allowing
and encouraging citizens to continue shaming or appreciating the drivers that they observed.

- Scientific basis: Tom Tyler (author, Why People Obey Laws) notes that perception of a law as sensible and legitimate and the existence of a social and moral pressure to follow that law are essential components for successful enforcement and resulting compliance. Where traditional enforcement techniques fail, as they often do with traffic regulation laws, it is necessary to strengthen social pressure and encourage the adoption of regulation as a social norm. (taken from WBEZ's report on crosswalk mime experiment in Chicago, led by the radio station)

- Mockus' mime initiative was a successful articulation of social norms which achieved its intended impacts by raising awareness of the approval or disapproval of others. It was triumphant it pitting the fear of a fine for misbehavior against the fear of humor, parody, and public disapproval for the same offense.

- Further evidence: effectiveness of experimentation with Mockus' mime technique in Chicago. The traffic mime approach has also been used successfully in Venezuela, following the model creating by Mockus.

Possibilities for Seattle Traffic Conductor project:

- Potential workshop prior to installation or performance intended to encourage community engagement in improving safety of the location and/or community and public interest in improving traffic related public safety throughout Seattle. A workshop would also have potential for collaboration and formation of further ideas for project components through the workshop (such as performer identity, activity, and stage design)
  - Education is often an essential component of creating effective social pressure and encouraging positive cultural norms, the workshop represents a means towards that end.

- Duration: The installation of the Traffic Conductor could be a one-time event or a recurring one, if recurring exact specifics of the project could be slightly shifted for different occasions – thus allowing more ideas from a broader range of people to be included within the project. (Primary changes would likely be performer(s) identity and activity)

- Performers: a certified traffic conductor who engages in some form of appreciable performance, but not necessarily a mime – engagement with local performance artists who might be able to fill this position. Potential for single artist or a group.

- Materials: performer could operate from a specific area or move throughout intersection at appropriate times (as the mimes in Bogota did)
  - Specific area of the performance could take on different material forms, pedestal, podium, platform etc.

Links:
https://www.youtube.com/watch?v=4u3Zy4yTrWY
https://www.youtube.com/watch?v=FPzmIgXoRci
https://www.youtube.com/watch?v=6YVIBawHaQY

Ava Nicolai
Buster Simpson
August 2014
Intersection of Western Avenue, Pike Place and Virginia street looking south. Note the long vehicle queue northbound on Western Ave while a continuous line of pedestrians cross Western Ave. The intersection often becomes an unofficial “all-way” crosswalk. Note also that drivers impatiently attempt to penetrate the pedestrian flow in order to continue. Photo: Buster Simpson

Ava Nicolai | Buster Simpson
The Duck attempts to intimidate the continuous flow of pedestrians by inching forward into the crosswalk. Photo: Buster Simpson
A traffic conductor in North Korea