

Transcript - PFD Board Meeting, 4.10.2024

(This meeting Michelle was absent and recording had technical difficulties. Below is a summary transcript and out of the usual format of Minutes).

Paul Read

Welcome everyone to the 857th Spokane Public Facilities Board or Directors Meeting. And thanks to each and every one, we have a big, big crowd today with the board, staff and partners. We appreciate all of your hard work and all you do for/in the community.

Consent agenda, We've got two items or minutes from March 27. And approval of the legal invoices from Kutak Rock; legal bill of \$36140.

Ms. Eakins moved to approve the Consent Agenda, Mr. Bruya seconded and the motion was passed.

Paul Read:

Let's move to District Business and just a reminder, all committee's always on the agenda, however, there's no pressure to claim 'No Report' as there is not always a committee meeting.

So that brings us to the topic of the day, which is FreshVue. Stephanie give us a little bit of an intro, but let me just say that my knowledge is that it's a really big project. It caused 3 organizations that already work together to work more closely together. Collaboration is a big part of script handling.

And FYI we don't need any motion or action This is a large. Then correct me if I'm wrong, but largely has been staff driven with FreshVue guidance. The Board will, I'm sure be getting the outcome of this and how it how it manifests itself. The. Decision level so. So so far as you if you read. The report which? I did this summary. It is largely or entirely a staff envisioned process and the conclusions for and from the staff that makes sense.

Stephanie Curran

I would also like to note that. We have Jeff Geldien here from Gonzaga University. He is the Chair of Spokane Sports Board. Dania was not able to be here today, but I believe she was going to call.

What we're going to do is I'm going to is walk you through this booklet for those of you who didn't have time to read it. We will review what we've done and then our staff is going to each speak about the work they've taken.

First of all, thank you for being here today. This has been a journey we started in August 2022 resulting in what you have before you. n your table is and what we sent a link to which you can. Measure our happy future stories and our very first meeting. That's what we did. We all sat and wrote and provided feedback/answers and how it pertained to each area/department. Questions such as, "If we could describe the future of the PFD, what did that look like?"

You will see there's various different approaches towards that story, however, I think that it really it shows the PFD as a team. The strategy is now complete, and now what?

We're going to be working to execute the strategy and continue to make progress. Really First question is why did we do this? Well, we had an accelerated growth over the last six years, obviously; new leadership, new culture, and some staff turnover. And just when we thought we were settling down, COVID hit and then just when we thought we were through that, there was this whole post COVID change in the business culture and a great deal of workforce issues. The PFD faced challenges working to make up for two years of lost revenue and we opened two venues as well. And, honestly, we really wanted to dream a bigger dream for the PFD and for our community.

I know you have been anxious and curious about this process, but today you will get a feel for how much work went into this process, why it took so long, and just keep in mind, we did all of this work while also signing over \$6 million in contracts, earning a 4.6 out of five customers. We produced 48 arena events, 8 which grossed over \$1,000,000 each six concerts at the podium, the strongest year in our history of the First Interstate Center for the Arts and \$26 million in revenue which was well over our forecast. I hope you'll be inspired and excited about the future of the PFD, and even more so the role we are in the Community. In addition, we have been working on a cross-collaborative strategy with Visit Spokane and Spokane Sports since October of 2022.

As CEO of the Spokane Public Facilities District, I'm thrilled to introduce our winning strategy. This framework transcends a typical strategic plan, offered a dynamic living guide for integrated decision making. It signals a shift from conventional business planning to a more innovative approach. Prices impact our communities, economy, the cultural and social landscape. Crafted through a comprehensive strategic design and organizational development process led by FreshVue. Our winning strategy equips us to think and act strategically, ensuring every decision we make contributes to our collective success. This living framework, adaptable yet focused, ties our initiatives, investments and decisions cohesively to our overarching objectives. This streamline approach simplifies planning, aligns our efforts, and focuses our attention on what is at its heart, a strategy that embodies the values that define us. These values, along with our vision and action commitment, are the foundation of our organizational culture, influencing our interactions both within Spokane and within the broader community. Our winning aspiration is a testament to this commitment and to create engaging experiences that reflect Spokane's unique identity leveraging our venues to deepen their roles as economic, cultural and social hubs. In 2024, we will begin cascading. Strategy throughout the organization, focusing on building the skills and capacity necessary to apply the decision making framework in everyday decisions, both big and small. Implementing the strategy through daily decisions at every level of the organization is key to translating our plans into tangible outcomes and sustained success. Thank you for being a part of this transformative journey. Your dedication and insights have been invaluable in shaping our winning strategy. Together, we are poised to make a significant impact on the PFD and the communities we hold. So our winning aspiration that this team came up with is we aspire to create engagement experiences that were from our cities, physical, cultural and social identities by leveraging our historically significant and centrally located venues, we aim to deepen their roles as crucial economic, cultural and social hubs and nurture a shared sense of

ownership among our Community. We are dedicated to fostering a vibrant, united and inclusive community, amplifying our impact on the local economy and elevating the civic engagement while ensuring embody the spirit of Spokane in everything.

Let's take a look at the magazine. I'll walk you through the process. And then, like I said, we'll have the leadership finish there. When you ask them for their department, ask their areas of focus

Eva Marquette, FreshVue

Hello everyone, so glad to see so many staff and team members here and thank you for the board for having me as well. So one of the things that I am so grateful for is that this team was highly committed to not just checking the boxes, but going through the process in really meaningful ways and figuring out. All the answers to the questions that we were exploring, and so this so many of us are familiar with strategic plans that end up sitting on a shelf. A great outcome perhaps, but not necessarily something that you're using and integrating into your day-to-day. And so the whole purpose behind this is how can we ensure that the process that we went through helped build capacity organizationally to actually live it out by the end. You'll see we started with ground work. In phase one. And as Stephanie said, we started in August 2022 with a selection of team members in and leadership in some. In person workshops and really focused on how do we all get on the same page to start right and so in the second in phase one the number one, where are we today? One of the things that our process includes is a very comprehensive organizational health report and so. I would expect that many of the other team members within this space contributed to surveys and conversations that helped fuel the data that led. To this fifty plus page, organizational health report and part of what that connects to is that it's one thing to have all these dreams and aspirations. You've got to take a real honest look at where an organization is, what growth phases are they at, what are their current strengths and capacities and where might there be areas that they need to develop further. In. To position them to play, to win, right. And so really looking internally at those strengths and growth opportunities. Also a key element of that was hearing from the broader staff on what matters to them, what motivates them, what gives them energy, what drains their energy, what's the future that they're wanting? And so we use the data from the organizational health report to fuel the content that you see throughout the strategy throughout the magazine. And so hopefully for all of you, as you're reviewing it as well, you see your contributions and goals.

And then moving into Phase two, it was looking forward, how might we win tomorrow and that requires, as we all know, a global pandemic came out of nowhere, right for us. And so we obviously can't predict the future, but there are better bets that we can make than others depending on the key choices you want and what your goals. We spent time really exploring what are the options and which ones make the most sense for PFD. In Spokane, in this time and place, but also looking ahead over the next 5 to 10 years, what might be coming right and what are trends even from other industries that would influence the trajectory? And so then what would have to be true Step 3. So what would have to be true to make that happen again, referring to internal but also. External data around the demographics and market what are we willing to invest and put into action? Those are

really critical pieces. You can, if you don't address them, lead to a gap between where you are and where you want to be in the future, and so and then moving into phase three, which we were working on through even December of 2023. This year is how do we get there and how do we make it work? What does it look like in practice? So the organization made really critical choices through their winning aspiration that Stephanie read and we will unpack further as the time together goes on.

Those key choices will be cascaded throughout the organization, and you'll get to hear from the departments on how they're taking their first steps in doing that. So yeah, it's been really a privilege to get to know the team and organization. And I feel like they're at this prime opportunity where you've got people who are dedicated and committed and passionate about not just their day-to-day job, but how their day-to-day job contribute. Towards the community and seeing that at every level of the organization and that's that makes. I think going. To work more meaningful and what we hope is that by introducing the framework and helping to build capacity throughout the organization, people feel more empowered to make great choices day-to-day and are able to see how their choices. Contributing towards the long-term vision.

Eva Marquette further explains the objectives.

Stephanie Curran

Thank you. We needed to shift our mindset in from us focus to our focus. We're focusing on the entire ecosystem of the Spokane community and our place there. We went from focusing on our immediate clients to our community as a whole. From having a long To Do List filled with smaller tasks that need to get done to all of our effort is part of the collective that takes us further.

Stephanie Curran

Stephanie Curran further explains the key pillars of our winning aspiration.

Harry couldn't be here today, but this is for him. Endure. Measure the PFD's economic contributions guiding strategic decisions. Real community impact and then culture of innovation will be a hub of innovation, nursing new ideas.

Stephanie Curran

So integrated marketing communication framework, every communication from the PFD is cohesive and amplifies our brands narrative, community feedback loop. PFD remains in tune with. Heart beats Strategic Partnership review, guaranteeing alignment and value holistic growth, employee growth platform. So emphasizing employee well-being, ensuring they're empowered, heard and continually progressing venue evolution blueprints, technological advancement, sustainable practices, stakeholder feedback to remain competitive. Economic impact dashboard employee a comprehensive look to gauge the financial and social impacts of the PSD PFD's initiatives offering clarity. On our contributions and guiding future strategies and finally being an innovation incubator, transformational thinking and execution. So I know that was a lot, but that is actually kind of like the framework.

Andrew Dolan, Sales.

Oh, right on the spot.

Eva Marquette

Andrew Dolan

Yeah, thank you. Well, I just, I have to say before we kick off, I just feel like this whole process has been such a pleasure to be a part of. Thank you, Steph, to you and the rest of the team for including me in it and been on the core team with Matt and Jessica and Stephanie and it's just it feels like every minute. Together and we're talking through this, it's been meaningful and it's been just amazing work. Andrew further explains Sales/Sports as it relates to our Winning Strategy.

Matt Meyer, reflects on the Winning Strategy as it relates to Marketing and Entertainment. So I've got entertainment and marketing. The two departments oversee the one thing is Stephanie mentioned coming out of COVID. Obviously, we were rebuilding a lot. My entertainment team is literally a brand new department that we've been building. Take the PFD's winning aspiration. Build it, pull it into the into the teams well. By building the department out, hiring people with the culture that we envision, the people that live, eat, breathe, anything, entertainment wise, it's easy. Everybody wants to be in this world. Anybody could. You could. It's hard to get into it, but the people that really want to be in it and actually like will strive to be in it and do anything. I mean, it's long hours, right? There's my production manager is here at 6:00 AM in the morning, 5:00 AM this morning. It doesn't leave till 11:00 at night, so. And he's been doing that through all of our buildings right now. So it's like you take a look at that and how those people help build that culture within our department, let alone the collaboration it takes between as Andrew was. From the marketing side, the winning aspiration, this is a little it took me a while to kind of wrap my brain around this because when you think marketing for all of us, it's like we need, we're not the support for Jessica. That's what this booking is. That's what and same thing on the sports side of it for Andrew, that's what the Sports Commission is. So our main focus really is the entertainment side of things and then helping support the local side on the sales department side. So our really our winning aspiration is basically geared around the entertainment and it's will create an environment where the artist talent or tour feels so abundantly welcome that Spokane becomes in regular along any tour. We strive to put the artist comfort and emotion first knowing that the show will form the same emotions of which the artist is feeling. center.

Mike Gaffaney reviews how the Winning Strategy applies to and within Operations/Facilities and Events

I would like to preface this before I started, Matt touched on it you know when COVID hit, every department was decimated, right? I think engineering, maybe we're the only department where we kept everybody busy, obviously because we had to maintain our buildings, but our facilities department was decimated. We lost all the staff that had all the knowledge.

So our winning aspiration, we strive to reflect back to our community, its own unique beauty, diversity and excellence through the conscious design and operation of our facilities, grounds and events. We will build on our reputation of excellence by keeping our buildings the best maintained offering, the latest technology and services and setting unwavering event standards. So some of our key choices to help us achieve that winning aspiration we aspire to create a work environment that values learning and personal development while fostering a healthy, inclusive and positive work culture. We will be thoughtful regarding how we design, set up, facilitate and manage the impact that our large events have on the people and businesses in our vicinity. We will maintain our excellent event set standards that have garnered us a reputation for excellence. We will endeavor to maintain and beautify our grounds and facilities to reflect back the culture and the environment that's unique to Spokane. We will ensure that our purchasing policies and procedures are focused on sustainable and ethical purchasing practices. We will support local vendors with a focus on diverse diversity, including. By POC businesses, which is black, indigenous and people of color. We will give our event customers and patrons the best experience possible by keeping our facilities equipped with the latest and best equipment.

Paul Read

Team including, you know, are we competitive in paying benefits but also what's it like to work here with the culture of people. Feel good about how they're received and how they get along with others. I know that's part of the vision that I would emphasize that because employees are your biggest are your most valuable asset.

Jennifer Kletke reviews how the Winning Strategy applies to and within HR.

Paul just did my whole thing for me. You know, when I interviewed with Stephanie for this position, she talked about what her vision was going forward. And so being able to come in here and ask starting that process and then partnering with fresh view to continue building with that vision is and diving into it, it's exciting. So. I'm going to go over where HR's at and we actually have quite a bit that's already in process. So we're just going to keep building on that. So winning aspiration is attracting and retaining top talent. Promoting employee development, fostering a positive workplace culture that aligns with our values and our winning strategy. So human resources will weigh heavily on the district's adaptive change. Employee well-being so some of those key points that we're looking at is developing positive culture. So being able to showcase who we are and what we do and the impact that we bring to the Community utilizing the new branding. So people know who we are because when we ask right now and are pre screened, no one knows who we are, they know our buildings. They don't know who we are, so being able to use that as just an enhancement for a recruiting tool that we were able to do, that people will know who more about who we are update. Our orientation process to educate our new hires kind of on where we were, where we are and where we're going to that piece of the puzzle and then encompassing every employee that they're they they play a success in each event that we have here. So every role is important with that building out an employee appreciation program. Updating job descriptions and interview questions to align with our values and

our winning strategy. Developing performance standards along with adding those values within our annual performance appraisal. The next point would be competitive and pay and. Benefit so obviously. That's a big one to benchmark where we are internally where we are out in the market and and know that the market changes and we have to change with that which was one of our things when I came here that we just were so behind with the rest of the market was to being able to change that. We continue to shop our benefits and make sure that we're adding new resources that assist to our employees needs. The next plan would be work life balance, so looking at our staffing levels, looking at our at scheduling the challenges that we have with growing and having five buildings and having map book things at multiple buildings at the same time, that's a challenge for us. So identifying working with those departments, the needs to help balance the workload identifying. Staffing shortfalls and anticipated future staffing needs and continue building on that, that cross training those backups when there are people that can't be there or people that do leave that. We don't have those shortfalls of of workers to be able to cover communications, another big one for us, so developing solid communication channels for employees, for more transparency of the decisions that we're making and why so developing several different pipelines of consistent communication utilizing managers. To share important information and sure reaches the frontline. And then the last area is training. So investing in developing managers to strong leaders providing educational opportunities to grow and advance and then start really focusing more in on succession, planning for our future needs.

Stephanie Curran

Steve was not able to be here. He's out of town this week, but I'm going to go ahead and review his winning aspiration and his focus. And his winning aspiration is his teams to provide accurate, timely and relevant financial information to senior management, the board employees and external reporting agencies, 50 employees. As a supportive department to help them reach their goal. And the focus is assisting users and understanding the impact of their decisions on financial results continue to work with others to develop our goals and the financial impacts continue to streamline information gathering and access. Bringing a new perspective slash, we don't have to do things the way we have always done them before continuous systems review and process evaluation and integration and event management and financial management, data collection and reporting. So basically taking the finance department and making it a partner with all the departments instead of the big meeting financial department. Receipts are where your budget is and like another.

So those are I forgot to mention Jessica's traveling this week. Paul had partnered with. With the sales team on his so. Those are pretty much all of our departmental. Winning aspirations we are.

metrics that are applicable and and defendable. And then also the lodging tax. So we will be going into our next three-year cycle of lodging tax and in the past each entity has just shown up at a meeting. With their asks in their budget and just ask for what they asked for and we will. Now the three of us will be getting together and figuring out our asks before we come to the table. So we'll be doing it more collaboratively. And which will also make it a

Stephanie Curran

Two quick things for my report and it's really good news. I just wanted to share that March was the single biggest month ever, topping last October as the biggest revenue month for food and beverage and the POD's Food and beverage revenues for the month were 2.9 million. We appreciate that this is from them, they appreciate all that we did to make this happen and the Commission to the district is going to be over \$1,000,000 for that month alone and I will say. When I was the Director of catering in the mid late. 90s our budget for the whole all for three buildings. For a year was 5 million, so it just hit 2 million in one month.

Justin Kobluk , West Coast Entertainment

We average and gosh for 35 years, what was the entertainment puts about 50 performances in First Interstate Center a year through that space. Last year we had one of the biggest years ever in that space. we had 69 performances. Today at 2:00 we just launched 83 for the next. So not only those, a lot of people don't realize that when Hamilton came through the first time, Hamilton's biggest show that's ever played that playing that space, it was such a success that in the middle of that run, we negotiated the return of Hamilton. Three years later, we've been sitting on that, and that's also next year.

Dave Pier, Brett Sports & Entertainment

Yeah, the chiefs. Happy to say this week won twice as many games during the last. We did the seasons before. We had our first event, the playoffs, few years and future looks great. We thought we met on Monday and cleared the path for an extended playoff run next year and even further playoff run during the spring. And this is a public announcement, but one of our players, Berkeley captain, has been named to team candidate in the world under 18 championships, which will take place in Finland beginning of April 25th. Because Crawl will play for team Chechnya and Ryan Smith, the head coach of the Chiefs, will be the associate head coach for assistant coach. We're pretty happy about that and the NHL draft comes up this spring and Berkeley is expected to be taking the top 10.