



MEMO TO: Mayor's Citizen Task Force Members

FROM: Cheryl Kendrick and Steve Cushman

SUBJECT: Feedback from Task Force members; agenda and schedule for future Task Force meetings

Cindy Olmsted has spoken with many of you regarding your assessment of our progress-to-date and your expectations regarding subsequent meetings (summary attached).

Our desire is to organize future meetings in such a way that each member of the Task Force receives the information you feel you need to eventually make recommendations regarding expansion of the Convention Center, as outlined in our charge from Mayor Sanders.

To that end, we've prepared a tentative schedule for the next five Task Force meetings (attached), along with proposed topics for each meeting. It is anticipated that additional Task Force meetings will be added to this schedule as needed.

The first item on our May 5 agenda will be a discussion of the proposed meeting schedule. At that time, we will solicit your input regarding the proposed agenda topics for these meetings and additional presenters you would like to see included.

We will also implement a suggestion made by several Task Force members that each member be permitted one question following presentations prior to multiple questions from individual members.

Our goal is to ensure that each of you has the information you need to feel comfortable making recommendations at the conclusion of our work.

Thank you for your candid feedback to Cindy Olmsted's questions. We will do our best to address your concerns as we move forward.

Summary of Task Force Feedback

(Based on interviews conducted by Cindy Olmsted with Task Force members following the March 26 meeting)

Assessment of progress-to-date

- Task Force members take seriously their responsibility to exercise due diligence in formulating recommendations regarding expansion of the Convention Center.
- Background information has been particularly helpful to members who did not have previous experience with the convention and meetings industry.
- Several Task Force members characterized information presented thus far as overly-scripted and biased toward a foregone conclusion in favor of expansion.
- Some members were critical of the fact that alternative points of view, including the possible risks and downsides of expansion, have not been presented.
- Other members expressed concern that the volume of information presented so far has been overwhelming, and that it has been difficult to determine which information is relevant to the decisions they will eventually have to make.

Suggestions going forward

- Clarify the purpose of the Convention Center from the taxpayer's perspective, and quantify direct benefits to the city from expansion.
- To the extent possible, standardize terminology and metrics so one presentation can be compared with others.
- Provide updated information that takes into account current economic conditions.
- Present information objectively; include perspectives of supporters and opponents of expansion.
- Include risk vs. benefit analysis for various development scenarios; take into account the city's current financial condition and the projected return on investment from expansion.
- Use realistic and defensible growth projections, and factor in projected growth by the Center's competitors.
- Take into account the impact of the economy and technology on the way conventions and meetings are likely to be conducted in the future.
- Provide specific examples of conventions that could be attracted by expansion, have already outgrown, or are at risk of outgrowing the current Center; quantify the value of each one, and provide an analysis of how expansion of meeting vs. exhibit space impacts each of them.
- Address environmental, design, access and social equity impacts of expansion alternatives.