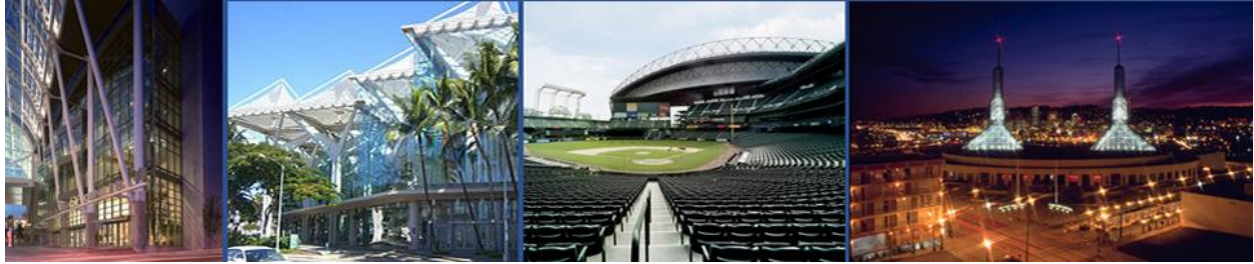


# BCI + network

*VENUE MANAGEMENT CONSULTING*



5905 125th Avenue SE, Bellevue, WA 98006 | 425.644.7266 | [info@bci-plus.com](mailto:info@bci-plus.com) | [www.bci-plus.com](http://www.bci-plus.com)



## Hospitality and Events Venue Management Consulting Worldwide

BCI+network is a Seattle-based management and consulting firm serving the Hospitality and Events Venue industry worldwide.

With experience and expertise in the development, operation and management of Convention Centers, Conference Centers, Arenas, Stadiums and Theatres as well as other unique event venues throughout North America, Asia and Europe, BCI provides consulting and management services tailored to the needs of its clients.

Consulting and management services include:

- planning
- programming
- marketing
- operational and management consulting
- training
- facility assessment
- operational auditing
- asset management oversight
- facility management services
- facility bureau relationship consulting
- event management
- process improvement consulting



## About BCI+network, Hospitality and Event Venue Management Consulting Firm

BCI+network is a Seattle based management and consulting firm that specializes in consultation to the hospitality, event venue industry. The Principals of the BCI+network consulting practice have over 60 combined years of experience in the development, operation and management of Convention Centers, Conference Centers, Arenas, Stadiums and Theatres as well as other unique event venues throughout North America, Asia and in Europe.

BCI+network (BCI) was launched in 1997, by John Christison and Warren Buckley as Buckley-Christison International. As the company evolved, BCI recognized that much of its work was with other consultants serving the hospitality and events management industry. In 2013 Buckley-Christison International became BCI+network to more accurately describe how the firm works and to recognize the importance and the expertise of those highly professional and skilled individuals and firms that make up the BCI network.

Providing the right problem solver, in the most expedient manner, at the most economical cost is the basis of BCI+network consulting practice.

BCI provides our clients with expertise and practical knowledge gained from years of actual operations and management. The firm and its industry partner network also provide in-depth experience gained through their involvement in hundreds consulting assignments for the hospitality and events management industries.

BCI provides consulting and management services tailored to the needs of our clients. The BCI approach minimizes cost to the client, speeds the process of finding the right solutions and matches the problem or challenge with the skills of highly experienced consultant/practitioners.



## BCI+network Hospitality and Event Venue Management Consulting Services

### PLANNING

BCI can provide planning services in a variety of areas including: Feasibility Analysis, Market Analysis, Program Analysis, Funding strategies and Facility Master Planning. BCI can work closely with your design team to develop highly functional properties, properly sized program elements, realistic functional relationships, workable operational plans and guidance on operational systems. BCI will provide support in assuring that the facility will meet the needs of your potential clients and, that the facility will work the way the client wants it to work. BCI can also provide assistance to your designers if the time comes that you are faced with those difficult value-engineering decisions when the budget just isn't big enough.

### MANAGEMENT CONSULTING

BCI can assist the client with a myriad of issues related to the successful operation of hospitality and event venues. These services include: Strategic Planning that reviews the strengths and vulnerabilities of your facility as well as identifying the facility's potential. Through a facilitated planning process, BCI can assist the staff in planning a successful and goal-oriented future for your facility. BCI can perform Operational Assessments that identify problems and provides solutions in the areas of budgeting, personnel, organizational structure, policies, procedures, systems and contractor relationships. BCI can also assist with the development of request for proposals or bid documents and procurement processes related to food and beverage services, management services and other contractor provided support services. BCI can provide temporary operating services to keep your facility running during transition periods. BCI can also provide recruitment of well-qualified staff for your facility.

### TRAINING

BCI provides training in numerous operational areas including:

- Quality Guest Services
- Service Standards
- Management Development
- Process Improvement
- Event Planning
- Event Management
- Crowd Management

All training provided by BCI is presented by BCI 's staff or experts who are part of the BCI network of professionals in those respective fields. Training is tailored to fit the needs of the client and their staff.

## ASSET MANAGEMENT

For those facilities that are owned by units of government or private ownership where management is provided by a private management firm, BCI can provide the owner with realistic assessments of the performance of their management firm, including quarterly financial and operational assessment reviews, maintenance reviews, as well as assisting the owner in negotiating management contract terms that will assist the owner in achieving their goals and objectives for their facility.

## FACILITY CONDITION ASSESSMENT

BCI can provide facility condition assessments that provide the client with a picture of the physical and functional condition of their facility. This type of assessment can assist the client in understanding the financial requirements needed to properly maintain a facility. These assessments can also be used to determine the cost to renovate vs. the cost to replace a facility, based on a Facility Condition Index evaluation. BCI can assist the client with the development of programs to track life cycle, repair, replacement and refurbishment needs.

## FACILITY MANAGEMENT SERVICES

BCI can provide turnkey facility management services for the benefit of facility ownership. In those situations where the owner does not have the expertise to manage or where there is a need for new management BCI can successfully provide these services.

## FACILITY BUREAU RELATIONSHIPS

BCI has been very successful in assisting both facilities and bureaus or Destination Marketing organizations towards reaching a creative and productive working relationship. BCI has considerable experience in resolving conflicts and establishing organizational models that provide the destination with the right solutions to make success possible.

## MARKETING CONSULTING

BCI can provide facilities with marketing consultation geared to improve visibility and sales of facilities and services. BCI can assist with planning, budgeting and strategic implementation.

## PROCESS IMPROVEMENT

BCI has been a leader and pioneer in the use of process improvement in the hospitality and events industry. BCI can assist facilities in the implementation of “lean” practices that can bring significant value to your organization.

## PRE- AND GRAND OPENING CONSULTATION

BCI can assist its clients in the development of pre-opening and grand opening plans. BCI can assist in budgeting, program planning, pre-opening check-lists and a myriad of other details involved in delivering a successful opening.

## EVENT MANAGEMENT

BCI can either, plan and coordinate event activity for its clients or it can assist the client in the planning and execution of a successful event. BCI can also provide services to organizations needing assistance with locating a venue for an event as well as assisting with contract terms and price negotiations to assure that the client is receiving the most for their investment. BCI can also assist with planning for the security and safety of events and patrons and guests with thoughtful and effective emergency preparedness.

## EXPERT WITNESS SERVICES

BCI provides expert witness services in many areas related to the Public Assembly Facility industry. These include issues of liability, negligent operations, crowd management and security, safety, ADA issues, maintenance, ticketing, contracts, franchise relations and construction related issues.





## Meet the BCI+network Principals



JOHN CHRISTISON

John is the Principal and Managing Member of BCI+network.

John has, as an independent consultant, provided consulting services to numerous clients worldwide in the hospitality and events industry. John was also the President and Chief Executive Officer of the Washington State Convention & Trade Center, Seattle, Washington until his retirement in 2011.

John is a graduate of the University of Arizona with a Bachelors Degree in Public Administration. John began his career in the public assembly industry in 1971. John served as the Assistant Director of the Tucson, Arizona Convention Center from 1971 – 1979. In 1980, the Portland Oregon Exposition Recreation Commission hired John, where he served as the Chief Executive of the Commission’s facilities, which included the Portland Convention Complex, Portland Coliseum, Portland Performing Arts Center, Portland International Raceway and the Civic Stadium.

In 1986, John was hired as the Director of the Orlando, Florida Centroplex. The Centroplex is an operating agency responsible for the operation of: the Orlando Expo Center, Orlando Arena, Citrus Bowl Stadium, Tinker Field Baseball Stadium, Ben White Raceway, Bob Carr Performing Arts Center, and several commercial properties, including two restaurants and the administration of a hotel lease for the City of Orlando. In 1990, John assumed the position of President and Chief Executive Officer for the Washington State Convention & Trade Center. During his tenure, the convention center was expanded three times to respond to market demand.

John is acknowledged in the hospitality industry as a preeminent operator with a focus on marketing, superior service delivery, and a strong emphasis on maximizing revenue and providing quality food service. John is also widely recognized for his work with Destination Management Organizations. John has considerable experience in the planning, programming, design and construction of public assembly facilities. During his career, John has overseen the construction of numerous projects with a construction value of one billion dollars. John is recognized as a leader in his field. He has served as President of the International Association of Venue Managers (IAVM), he is Past Chairman of the Asia Pacific Exhibition and Convention Council (APECC), and is the past and founding Chairman of the World Council for Venue Management (WVCM), an umbrella organization representing nine, worldwide, professional associations in the Public Assembly Facility Management Industry.

John has served as an Adjunct Lecturer for the Washington State University's Hotel and Restaurant Program and served as an Adjunct Lecturer for the University of Central Florida. John has served as the Chairman of the Board of Governors for the Cornell University Public Assembly Management Symposium, where he was honored with an annual award named after him, for service to the industry. John has also received the Charles E. McElravy award for his service to the industry as well as the International Convention Center Congress's Life Time Achievement award. John has also served as a commission member for the Convention Industry Council's (CIC); Accepted Practices Exchange Commission (APEX) John is a frequent lecturer and trainer throughout the world in the field of facility management, marketing and service delivery. John is a Certified Facility Executive (CFE) and a Certified Meeting Professional (CMP) and has chaired the IAVM's Certification Board, and the IAVM's Consulting Board.



#### WARREN BUCKLEY

Warren Buckley is a principal in the consulting firm of BCI+network. As an industry consultant, Buckley has provided independent advice on a wide range of projects.

Buckley is the former President and CEO of the Singapore Convention and Exhibition Center. Prior to joining the Singapore Center Mr. Buckley served as the CEO of the BC Pavilion Corporation, in Vancouver, B.C. The Corporation is responsible for the operation of the Vancouver Trade and Convention Centre, the Bridge Film Studios, the Robson Square Conference

Centre, the Fraser Valley Trade and Exhibition Centre and the BC Place Stadium.

Buckley is a graduate of the University of Winnipeg with a Bachelor's degree in Commerce and Economics. Following a five- year career in a marketing capacity with Xerox Corporation, Buckley joined BC Place Stadium as Marketing Director overseeing the development of the Marketing Plans for the opening of the facility in 1983. Buckley was promoted to General Manager of that facility in 1986 and then Vice President of Marketing for all facilities in 1987. Following a role as Vice President of Operations for the Corporation Buckley was promoted to President and CEO in 1991.

Buckley is actively involved in several industry associations. He has served as the Chairman of the Asia Pacific Exhibition and Convention Council, is a former Board member of the International Association of Venue Managers and has served as an instructor at both the Public Assembly Facility Management schools in West Virginia and in Australia. In the Vancouver community, Buckley participated on several boards including Tourism Vancouver, the Pacific Games Committee and was Chairman of the Player Relations committee for the PGA Tour event Greater Vancouver Open.





## BCI+network

Some of the firms and individuals that have worked with BCI:

### ARCHITECTS AND ENGINEERS

LMN Architects  
 Populous Architects  
 TVS Design, Architects  
 Zimmer, Gunsul, Frasca, Architects  
 HOK Architects  
 Looney, Ricks, Kiss, Architects  
 Ken Stockdale, Architect  
 Charles Hartung, Architect  
 Fleming and Associates, Architects  
 EHS Architects  
 Don Grinberg, Architect  
 Magnusson Klemencic Associates  
 McCleskey Consulting  
 NBBJ Architects  
 Ellerbe-Beckett Architects  
 Ed Wundrum, Design Build  
 PBK Architects

### FEASIBILITY CONSULTANTS

CSL Advisors  
 CH Johnson Consulting  
 Hunden Strategic Partners  
 Steve Spickard

AECOM  
 Strategic Advisory Group  
 PKF

### CONTRACTORS

Turner Construction  
 M.A. Mortenson Construction  
 Gilbane Construction  
 CPR Construction

PCL  
 Kewitt Construction

### FINANCIAL ADVISORS

SDM Advisors  
 Public Financial Management  
 Goldman Sachs  
 KPMG  
 Price Waterhouse Coopers

### CONVENTION BUREAU ADVISORS

Mickey Schaffer & Associates  
 Zietgiest Consulting  
 David Radcliff

### FACILITY CONSULTANTS

Venue Solutions  
 Dakota Enterprises  
 Zerilli and Associates  
 Bill Becker

Cathrine Wong  
 Columbia Hospitality  
 Smart City Networks

### FOOD SERVICE CONSULTANTS

The Bigelow Company  
 GF Strategies  
 Caruso And Associates  
 Brandywine Consulting



## BCI+network Projects

The following describes some of the project experience of the BCI firm:

### HAWAII CONVENTION CENTER, HONOLULU, HAWAII

Engaged by the Sukamto Holding Company to undertake a feasibility analysis for a joint public-private partnership development of a world class Hotel/Convention Center for the City of Honolulu, and the Sukamto Holding Company. Analysis was represented and the City Council adopted the recommendations.

### MONONA TERRACE CONVENTION CENTER, MADISON, WISCONSIN

Engaged by the Madison Wisconsin Convention & Visitors Bureau to conduct market feasibility study for a proposed new convention center. The world famous architect Frank Lloyd Wright designed the Convention Center for the City of Madison.

### OREGON CONVENTION CENTER, PORTLAND, OREGON

Engaged by the architectural firm of Zimmer, Gunsai, and Frasca to serve as the Operations advisor for the programming and design of the new Oregon Convention Center.

### MEYDENBAUER CENTER, BELLEVUE, WASHINGTON

Served as an advisor to the Board of Directors of the Meydenbauer Center and the City Council, for a feasibility review of a proposed expansion of the Center.

### BELL HARBOR INTERNATIONAL CONFERENCE CENTER, SEATTLE, WASHINGTON

Engaged by the Port of Seattle to serve as an advisor on the design and marketing of the new Bell Harbor Conference Center.

### MONTGOMERY PARK TRADE CENTER PORTLAND, OREGON

Retained by the owners of the facility to review the profitability of the facility and to make recommendations on improvements in operations and marketing.

#### ORLANDO EXPO CENTER, ORLANDO, FLORIDA

Served as the project manager for the renovation and remodel of the facility.

#### ORLANDO ARENA, ORLANDO FLORIDA

Served as the project manager for the design and construction of the Orlando Arena.

#### CITY OF PENTICTON, BRITISH COLUMBIA

Performed an operational analysis of the operation of the Penticton Trade and Convention Centre. Provided recommendations and a plan of action to the City Council.

#### HAWAII CONVENTION CENTER, HONOLULU, HAWAII

Served as an advisor to the architectural/engineering firm that was awarded the contract to design and build the facility. Provided operational and functional recommendations to the architectural team during the design phase of this project.

#### NATIONAL TRADE CENTER, TORONTO, CANADA

Provided consulting services related to the marketing and strategic planning for this facility.

#### MONONA TERRACE, MADISON, WISCONSIN

Provided consulting services to the City of Madison and the Board of Monona Terrace facility related to the marketing of the facility. Assisted in the developing of a strategic plan for the operations of the facility, and consulted on staffing requirements.

#### NEWPORT BEACH CONFERENCE CENTER

Provided program and design review of the architectural plans for this under construction facility. Consulted with the owner of requirements for staffing and on market strategy.

#### MEYDENBAUER CENTER, BELLEVUE, WASHINGTON

Engaged by the Center to conduct training and facilitation, on the centers strategic planning process.

#### WHISTLER CONFERENCE CENTER, WHISTLER BRITISH COLUMBIA, CANADA

Provided program review for this new conference center. Reviewed the marketing plans and worked with management to develop a strategic plan for this operation.

#### WASHINGTON STATE FOOTBALL SOCCER EXHIBITION CENTER, SEATTLE, WASHINGTON

Engaged by the Exhibition Center to conduct transportation and loading analysis as well as a marketing study.

#### EVERETT SPECIAL EVENTS CENTER, EVERETT, WASHINGTON

Engaged by the Design/ Build Group to provide operational review for the planning of a new Multi-purpose event center in the City of Everett. Provided all design specifications for this project.

#### KENNEWICK CONVENTION CENTER, KENNEWICK, WASHINGTON

Engaged by the Kennewick Public Facilities District to provide operational consulting related to the development of a new convention facility in the City of Kennewick.

#### WASHINGTON STATE CONVENTION AND TRADE CENTER, SEATTLE WASHINGTON

Served as the project manager for the design and construction of two expansions to the facility valued at over 850 million dollars. These expansions included the development of an office tower, a 455-room hotel, a Museum and additional convention space of over 300,000 square feet.

#### LYNNWOOD CONVENTION CENTER, LYNNWOOD, WASHINGTON

Provided operational review services for the new facility as it was being designed. Also provided operational consulting services related to pre-opening activities and prepared the Request for Proposal documents for management services.

#### BILOXI MISSISSIPPI COAST COLISEUM, BILOXI, MISSISSIPPI

Prepared feasibility study for an expansion of the Mississippi Coast Coliseum and Convention facilities. Also provided a marketing study, with recommendations, on destination brand development as well as Convention marketing.

#### SAN JOSE CONVENTION AND CULTURAL FACILITIES, SAN JOSE, CALIFORNIA

As a consultant to the Convention and Visitors Bureau of San Jose, prepared a successful proposal for providing management services for the City of San Jose facilities. BCI is currently providing an on-going role as an operational advisor during the transition from City management to private management.

#### VANCOUVER CONVENTION & EXHIBITION CENTRE, VANCOUVER, B.C., CANADA

Providing Operational Consulting services related to a major expansion of this facility. Providing additional retail and development consulting services for project revenue enhancement.

#### EVANSVILLE INDIANA CONVENTION CENTER, EVANSVILLE, INDIANA

Provided assessment of private management services related to the operation of the facility. Provided the Vanderburgh County Commission, owners of the facility with recommendations on operational strategies and relationships with the local Convention Bureau.

#### MEMPHIS CONVENTION AND VISITORS BUREAU, MEMPHIS, TENNESSEE

Provided the bureau with operational consulting services related to the operation of the Memphis/Cook County Convention Center.

#### ANCHORAGE CONVENTION CENTER, ANCHORAGE ALASKA

Provided the architects for this project with operational design input and provided FF&E services. Participated in value engineering activities related to this project.

#### SAFECO FIELD, SEATTLE WASHINGTON

Provided the Public Facilities District with a report on long-term capital needs for the facility. Also providing a study for the District on applicable standards for stadium maintenance activities related to their lease relationship with the Seattle Mariners.

#### KENT EVENT CENTER, KENT WASHINGTON

Provided the City with Operational consulting during the design of the new center. Also provided FF&E services and assisted the City in finding management services and concession services through the development of RFP documents and process.



## Contact BCI+network, Hospitality and Event Venue Management Consulting Firm

BCI+network is a Limited Liability Company in the State of Washington, with offices located in Bellevue, Washington and in Vancouver B.C., Canada, serving the Hospitality and Events Venue industry worldwide. John Christison is the Managing Member of the firm.

**JOHN CHRISTISON**  
Managing Member  
BCI+network LLC  
5905 125th Avenue S.E.  
Bellevue, Washington, 98006

t: BCI Office (425) 644-7266 | m: (206) 510-8095 | f: (425) 644-7266

[john@bci-plus.com](mailto:john@bci-plus.com) | [info@bci-plus.com](mailto:info@bci-plus.com) | [www.bci-plus.com](http://www.bci-plus.com)