

## OPPORTUNITY PROFILE

CHIEF OPERATING  
OFFICER (COO)

## DOWNTOWN SEATTLE ASSOCIATION

## EXECUTIVE SUMMARY

With the support of their diverse corporate, nonprofit and resident members, **Downtown Seattle Association (DSA)** provides vision and leadership on the critical issues and opportunities facing Seattle's urban core.

Over the past few decades, downtown Seattle has evolved into one of the most dynamic urban centers in the country. It is the city's epicenter of jobs and the region's hub for arts, entertainment, professional sports and tourism. More than 108,000 residents live in the center city. DSA provides leadership on a range of issues impacting the urban core, including economic development, public safety, chronic homelessness and transportation.

DSA manages the **Metropolitan Improvement District (MID)**, a business-improvement area funded by downtown property owners and spanning 300 blocks downtown. With funding from Metropolitan Improvement District ratepayers, downtown ambassadors help keep sidewalks and public spaces clean, safe and welcoming for all who work, live and visit. MID ratepayers also fund parks and public space improvements, downtown marketing and transportation services. DSA is also a founding partner of **Commute Seattle**.



**WHEN YOU SEE THIS ICON,  
'CLICK' TO LEARN MORE.**

Throughout this document, you'll find links to informative websites and documents.



**Downtown  
Seattle  
Association**

Established in 1958, the **Downtown Seattle Association** is a nonprofit membership organization whose mission is to create a healthy, vibrant downtown for all. By advocating on issues including transportation, economic development and the urban experience, DSA works to ensure that downtown remains a great place to live, work, shop and play for all. DSA members call themselves "City Makers" — Because when downtown thrives, the whole city flourishes.



**Visit Their Website:**  
[downtownseattle.org](http://downtownseattle.org)

**PICTURESQUE**

A waterfront metropolis with mountain views.



**GREEN SPACES**  
Nicknamed "The Emerald City".

**ENTERTAINMENT**  
Known for its vibrant music, sports, theater & fine arts scene.

## URBAN EXPERIENCE



### Downtown Ambassadors

DSA is committed to creating a clean, safe and welcoming urban experience. Downtown ambassadors are on the streets and sidewalks of downtown seven days a week performing a range of services — from cleaning and providing directions to programming downtown’s parks and connecting those in need with services. DSA’s advocacy efforts and ambassador services are crucial to the vitality of Seattle’s center city.

### Priorities & Initiatives:



**Public Safety:** Public safety is a top priority for DSA and they remain in regular communication with city officials, advocating for more SPD officers and increased resources for those in need.



### Third Avenue Vision:

Third Avenue — the busiest transit corridor in North America — faces many challenges. DSA led a group of nearly 70 business and property owners, residents, government staff and other stakeholders to develop a long-term vision for the future of Third Avenue.



**Housing Affordability:** DSA is a steadfast advocate for the creation of more affordable and market-rate housing downtown.



**Homelessness:** While there’s no single solution that will solve this ongoing humanitarian crisis, DSA is committed to finding sustainable solutions that lead to better outcomes for those suffering on the streets of downtown.

### Downtown Revitalization:



Since the onset of COVID-19, DSA has been tracking the impact on the local economy. As downtown bounces back, DSA continues to follow dozens of metrics to trace the path to full economic recovery.

AMBASSADORS



SEATTLE FERRIS WHEEL AT PIER 57



## ORGANIZATION STRUCTURE

The **Chief Operations Officer** reports to the President & CEO and oversees four Directors who lead Human Resources, Research, Finance and Executive Administration, all of which are also managers of teams that help execute their important work. In addition, the COO liaises frequently with the DSA's General Counsel on various issues as well as external groups leading large-scale projects where funding runs through the Downtown Seattle Association. This role sits on the Senior Leadership Team and serves as a key advisor to the President & CEO.

## TRANSPORTATION



**Their Mission:**  
Make it easy for everyone across Puget Sound to walk, ride or roll to Seattle's opportunities.


For over 20 years, Commute Seattle has worked to make Seattle more affordable, sustainable, and connected by making it easy to walk, bike, ride, and telework to and through the city. They are a non-profit engaging with businesses, organizations, community partners, and destinations that employ, serve, and attract 600,000 people to Seattle every day. They prioritize and center those who are disproportionately burdened by transportation costs to support an equitable, vibrant and prosperous community.



SPACE NEEDLE



SEATTLE ART FAIR

 **Annual Report, 2023 – 2024**  
Click here to watch the DSA/MID Annual Report video.

## ADVOCACY

### A Voice for Downtown Businesses, Nonprofits and Residents



#### Diversity, Equity & Inclusion:

In 2021, DSA's Board of Directors created a standing DEI board committee to provide guidance and direction to its DEI work as well as advise on implementation strategy to ensure that DEI remains a top organizational priority. In addition to board-directed work, the DSA/MID Human Resources team and executive leadership have updated recruitment and hiring practices to eliminate implicit bias and strengthen the diversity in their candidate pool, particularly for office-based professional and administrative jobs.

#### Land and People Acknowledgment:

*Created in consultation with Headwater Consulting and Puget Sound-area tribal leaders.*

The Downtown Seattle Association acknowledges that our work occurs on the homelands of the Coast Salish people, the first peoples of Seattle, who have continued to steward the lands and waters since time immemorial. We make this acknowledgment recognizing the unique role we play in stewarding downtown's public areas and pursuing our vision of a downtown for all people. DSA commits to meaningfully engaging, including and honoring Coast Salish people and pursuing actions to amplify their rich history, culture and contributions.



#### Economic Competitiveness:

DSA advocates for projects, policies and initiatives that support a healthy, vibrant downtown for all and help downtown businesses to flourish. They monitor downtown's economic health across a variety of metrics and provide analysis for their members, potential investors and the media.



#### Transportation & Access:

Expanding safe, effective and reliable transportation options for downtown and Seattle is a top priority for DSA. They are working to improve neighborhood connections, creating more commuting options and ensuring a great urban experience.



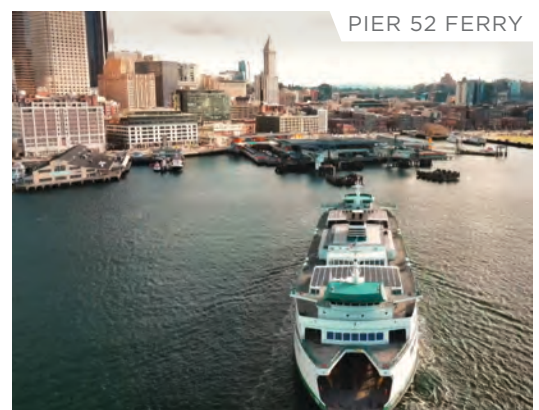
SEATTLE PRIDE FEST



OUTDOOR DINING



WESTLAKE PARK



PIER 52 FERRY

## DOWNTOWN MAP

### Twelve Neighborhoods, One Downtown

From Pioneer Square to First Hill, downtown is a collection of unique neighborhoods — each with its own authentic character, leadership and sense of community. The Denny Regrade is the fastest-growing downtown neighborhood, and Belltown is the most dense.

As stewards of the downtown experience, the Downtown Seattle Association works with various neighborhood organizations while advocating for all who live, work, shop and play here. They advance public policy issues impacting downtown, and keep the public areas of downtown clean, safe and welcoming through the management of the Metropolitan Improvement District.

#### Metropolitan Improvement District

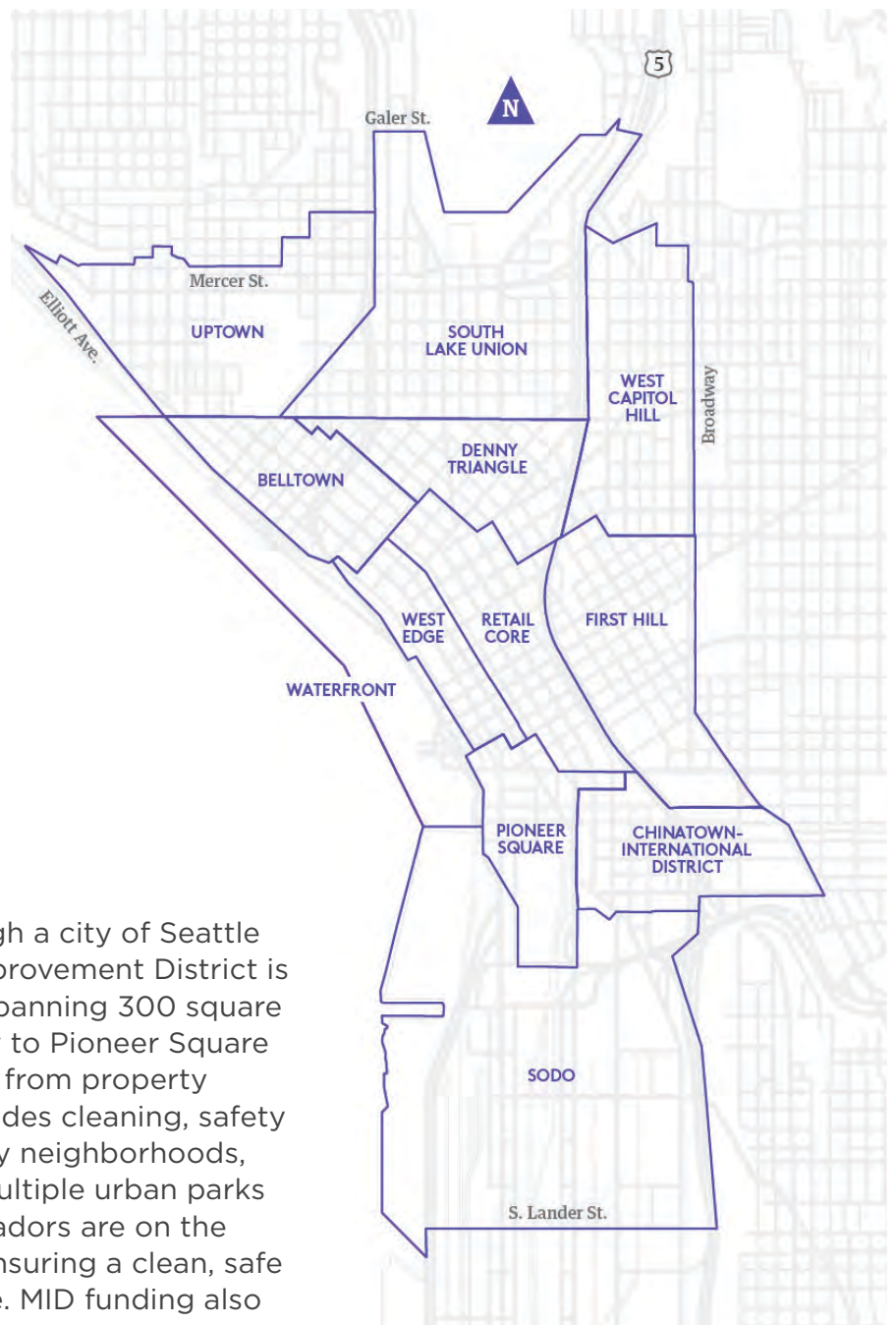


Founded by DSA in 1999 through a city of Seattle ordinance, the Metropolitan Improvement District is a business-improvement area spanning 300 square blocks in downtown — from Denny Way to Pioneer Square and from I-5 to the waterfront. Funding from property owners within the MID boundaries provides cleaning, safety and hospitality services in six center city neighborhoods, as well as oversight and activation of multiple urban parks and public spaces. MID-funded ambassadors are on the streets of downtown 362 days a year, ensuring a clean, safe and welcoming experience for everyone. MID funding also supports marketing of downtown, research and economic development.

#### Downtown Research



DSA researches, compiles and publishes information on important sectors of downtown's economy, including key movements in retail, tourism and commercial and residential real estate. DSA tracks hotel occupancy rates, conducts construction project analysis, and provides members with tools to monitor progress and seize new opportunities. Their data is regularly updated as new information becomes available. They also produce an annual summary of economic metrics in their annual State of Downtown Economic Report.



## SEATTLE LIVING



VisitSeattle.org

Seattle is two cities in one—it combines a world-class metropolis within wild, beautiful, natural surroundings, offering the best of urban lifestyle while embracing the rugged outdoors. Visitors and Seattleites enjoy Seattle's lively downtown, great shopping, wonderful restaurants, and a thriving cultural community full of theatre, music and museums. Many of Seattle's top visitor attractions are within mere blocks of the Seattle Convention Center, including the Pike Place Market, Pioneer Square, Seattle Art Museum, Seattle Symphony, ferries, world-class restaurants and a historic theatre district. Three national parks lie within a two-hour drive of Seattle and the city is a gateway to the San Juan Islands, Olympic Peninsula, Washington Wine Country and British Columbia.

VISIT  
**seattle**

### A Place of Surprising Contrasts

An urban city surrounded by natural beauty, it is sophisticated yet unpretentious.

Start your day kayaking on Lake Union, then end it with a spectacular meal at a 5-star restaurant. Catch an indie band at the Crocodile or a Beethoven symphony at Benaroya Hall. See a Broadway-bound play or ride a waterfront Ferris wheel.

Stroll through historic Pike Place Market, marvel at Chihuly Garden and Glass, then visit a dozen wineries—all in one day.

Seattle is clean, green and vibrant: a city for all seasons. Visitors can ski in the winter, hike in the spring, sail in the summer and cycle in the fall—all just a short hop from downtown.

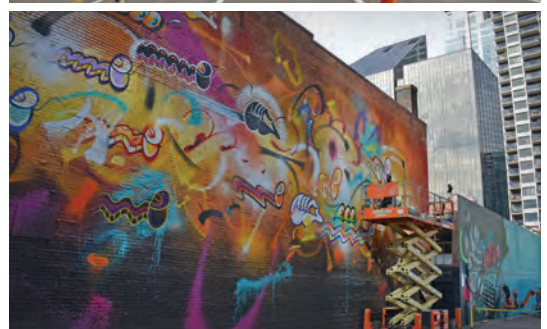
PIKE PLACE MARKET



CLIMATE PLEDGE ARENA



MURALS IN PROGRESS



# ORGANIZATIONAL OVERVIEW, SKILLS AND EXPERTISE

## CHIEF OPERATING OFFICER (COO)

Downtown Seattle Association

**Department:** Executive

**Reporting Relationship:** President & CEO

**Status:** Full-time, exempt

### Overview:

Reporting to the DSA President & Chief Executive Officer (CEO) and as a peer to the program vice presidents, the Chief Operating Officer (COO) will be responsible for overseeing and enhancing the internal organization processes, practices, operations and infrastructure to allow the DSA to effectively carry out its mission to create a healthy, vibrant downtown for all. The COO will lead a team and oversee financial management and planning, human resources, general operations, legal, information technology, risk management, analysis and office management. The COO will work closely with program VPs to support execution of strategic initiatives, programs, and organizational growth.

### Characteristics:

- Reflect the Downtown Seattle Association's core values of Collaboration, Perseverance, Innovation, Excellence and Integrity.
- Deep commitment to equity and social justice with an understanding of the role that racism, ableism, sexism and other forms of bias and oppression play in perpetuating inequity.
- Commitment to growth mindset, collaborative leadership, and a learning-based philosophy.
- Humility, sense of humor, comfort with ambiguity and servant leadership.
- Ability to weave and work within all DSA mission areas associated with creating a healthy, vibrant downtown for all.
- Willingness and comfort to engage with evolving and shifting portfolio of job duties.



## DUTIES AND RESPONSIBILITIES

With a direct staff of four, the COO will manage the following functions:

### FINANCIAL MANAGEMENT & OVERSIGHT:

Working with the Director of Finance, manage and oversee all financial and business planning activities, with an annual budget in excess of \$20 million, including:

- Direct and administer all financial functions.
- Oversee business policies, workflows and accounting practices.
- Develop and analyze financial reports.
- Support and advise the President & CEO in financial decision-making and long-range planning.
- Lead and support organizational budgeting process.
- Oversee reporting and monitoring of organizational financial metrics to achieve efficiencies.
- Provide overall financial oversight and monitoring, including banking.
- Facilitate annual audit and reporting.
- Ensure that relevant financial data is presented to the President & CEO and senior management team.

## DUTIES AND RESPONSIBILITIES, continued...

### HUMAN RESOURCES

Working with the Director of Human Resources, oversee the human resource function, including:

- Recruitment, hiring and compensation.
- Benefits administration and oversight.
- Professional training and leadership development, including new employee orientation.
- Retention strategies.
- Regulatory oversight and legal compliance.
- Personnel policies and training.

### OFFICE MANAGEMENT

Working with the Director of Executive Administration and Administrative Assistant, oversee administrative functions for office spaces, ensuring smooth daily operations and a welcoming, professional, safe and functional environment.

- Oversee office lease negotiations, tenant improvements and growth plans.

### BOARD REPORTING & COMMITTEE MANAGEMENT

- Staff the DSA Board of Directors Finance Committee and Finance Committee of the Metropolitan Improvement District Advisory Board; conduct meetings.
- Closely coordinate with DSA Treasurer and MID Finance Chair to develop agendas, annual work plans, present financials, develop budgets and provide financial analysis and briefings.

### GENERAL OPERATIONS

- Collaborate with the management team to develop and implement plans to enhance infrastructure, systems and processes to accommodate planned growth objectives of the organization.
- Oversee risk management and insurance policies ensuring sufficient coverage and risk mitigation of DSA's overall operations.
- Oversee legal activities, letters of agreement, contracts, leases and other legal documents and agreements.
- Coordinate and engage with DSA General Counsel as appropriate.
- Oversee all tax and regulatory filings and requirements.
- Provide timely, accurate and complete reports on the operating condition of the company.

### INFORMATION TECHNOLOGY

Working with technology vendors, ensure the ongoing maintenance and updating of information systems and infrastructure, including hardware, software, CRM, human resource systems, and other company-wide applications.



Seattle Mariners at T-Mobile Park



## DUTIES AND RESPONSIBILITIES, continued...

### QUALIFICATIONS

- Demonstrated expertise in administrative functions, including accounting, financial planning and analysis, human resources, information technology, insurance and legal.
- Strong operational leadership experience: ideally has worked in a senior operations management role for 10+ years.
- Highly skilled in organizational development, personnel management, budget and resource development, and strategic planning; demonstrated success developing, implementing and monitoring systems to manage both operational and programmatic work that involves high levels of complexity and collaboration.
- Exceptional interpersonal skills; able to work in a collaborative environment with a dynamic leadership team, as well as external partners, board members and stakeholders.
- Personal qualities of integrity, credibility and commitment to the core values and mission of the DSA.
- Flexible and able to multi-task within an ambiguous, fast-moving environment, while also driving toward clarity and solutions; demonstrated resourcefulness in setting priorities and delivering results.
- A strong collaborator and team player.
- Excellent verbal and written communications with an emphasis on business writing and editing.
- Exceptional organizational and time-management skills and ability to work under deadlines and high-pressure situations.
- Ability to lead and motivate a high-performing team.
- Ability to quickly assess and analyze challenges, and develop and lead a team to execute strategies.

### PHYSICAL REQUIREMENTS

- Work Environment—Work in an office setting.
- Physical Demands—Standing, walking, bending, crouching. Must be able to lift 25 pounds.

### EMPLOYMENT DETAILS

DSA is committed to internal and market equity. The salary range for this position is \$144,800 - \$238,900 (grade level 35). Salary is determined based on internal and market equity, internal and market data/salary ranges, and the applicant's job-related knowledge, skills and experience. We will hire at the beginning to mid-range of the salary range to allow future salary growth based on an employee's performance, professional development and increases in responsibilities and duties. Downtown Seattle Association provides a comprehensive benefits package including but not restricted to:

- Medical/Dental/Vision Coverage\*
- PTO/Personal Holidays
- Remote Work Bank
- Paid FMLA\*
- Life Insurance\*
- LTD\*
- ORCA Card\*
- Flexible Spending Account
- Employer-Matched 401(k) Contribution with up to 5% Match
- First Choice EAP\*

*\*Employer-paid benefit*



Check out DSA's award-winning Podcast series: **Seattle City Makers**

**Please Note:**

We recognize the value of the DSA and our affiliate organizations and programs reflecting the diversity of the community we serve and are intentionally and actively seeking out applications from a variety of backgrounds, including members of the LGBTQIA+ community, and Black, Indigenous and people of color (BIPOC).

*Downtown Seattle Association is an equal-opportunity employer. All employees and potential employees will be recruited, selected, trained, promoted, and, if necessary, disciplined without regard to sex, race, religion, creed, marital status, age, national origin, ancestry, color, sexual orientation, gender identity or expression, political ideology or activity, disability, honorably discharged veteran, or military status. All applicants are carefully screened, and full consideration is given to their training, education, skills, aptitudes, experience and previous work record. In addition, DSA does not discriminate based on genetic information in its employment-related policies and practices, including coverage under its health benefits program.*

**ACKNOWLEDGMENT:**



Our special thanks to **Visit Seattle** for providing content for this document. [www.visitseattle.org](http://www.visitseattle.org)



**EXECUTIVE  
SEARCH  
CONSULTANTS**

*Integrity  
Knowledge  
Service*

**COMPENSATION**

A competitive compensation package will be provided.

**APPLICATIONS**

Electronic applications preferred.

**Nominations & Applications should be sent to:**

**David Smith** | [dpsmith@hrsinc.com](mailto:dpsmith@hrsinc.com)

**Please reference the subject line:**

Downtown Seattle Association

**APPLICATION DEADLINE:**

March 15, 2025

**The Downtown Seattle Association  
Search Team:**

- **David P. Smith**  
Engagement Manager
- **David N. Ginsburg**  
Partner
- **Weida Tucker**  
Partner