



Coming Soon: A \$32 million, 41,000 square foot state-of-the-art Performing Arts and Conference Center (PACC) in Federal Way, Washington.

Wanted: A world class professional with the energy, passion and commitment to make the PACC a rousing success!

Executive Director - Apply by December 22, 2014



Welcome to Federal Way! Boasting eight miles of spectacular Puget Sound waterfront, Federal Way is located in the southwestern corner of King County. Only 25 miles from downtown Seattle and eight miles from downtown Tacoma, the city covers approximately 22 square miles between the Puget Sound and the Green River Valley.

The city offers residents a quieter, more relaxed life than downtown Seattle, yet is an easy commute to the area's many attractions. Given its many parks, open spaces and its 72,000 square foot Community Center, Federal Way has many amenities and a very high quality of life.

Federal Way is in the center of everything. The Port of Tacoma lies to the south and the Port of Seattle to the north. SeaTac International Airport, a major gateway to the Orient, as well as the rest of the country, is 20 to 30 minutes away. Seattle's many entertainment and cultural venues are readily accessible as are those of Tacoma. The NFL's most recent Super Bowl Champion Seahawks and MLB's Seattle Mariners, not to mention the University of Washington's Huskies, offer the sport's fan ample opportunities to catch a game.

With the Puget Sound on its western boundary, Mount Rainier 60 miles to the southeast, and the Pacific Ocean 80 miles to the west, the area is a person's paradise with hiking, cycling, fishing, hunting, boating, diving, and many other activities within easy reach. Skiing and winter sports are not far away.

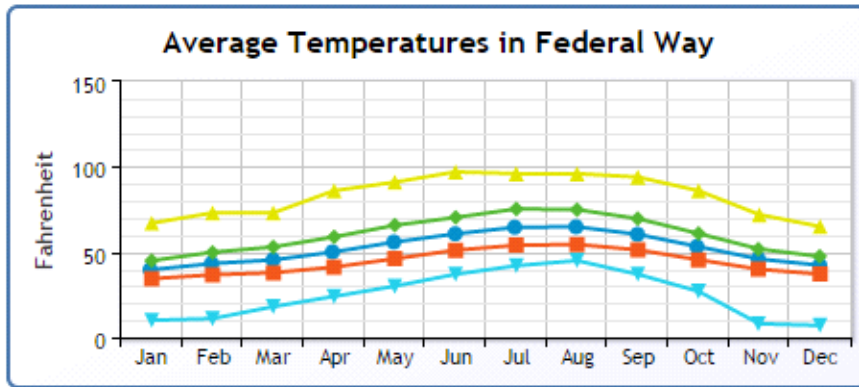
Since you will want to live here, it is important to note a wide variety of housing is available and reasonably priced. A nice home can be purchased for \$250,000 to \$700,000. The schools and neighborhoods are great. What truly makes Federal Way special though is its residents. They are friendly, involved, and care about their community and their neighbors.

In keeping with the City's emphasis of supporting culture and the community, Federal Way is building a Performing Arts and Conference Center (PACC). It will be located on the highest elevation in the City and as Mayor Ferrell puts it, the PACC will be "the shining beacon on the hill," a "community gathering place," and a key element in the City's revitalization and redevelopment strategy for the city center. To be completed in 2016, the Center will provide a much-needed cultural and community venue to accommodate an increasing number of events, many of which are now forced to seek space outside the City.

The PACC will accommodate theatrical, musical, artistic, and dance performances in its 700 seat theater. Ample rooms will be available for conferences, meetings, and other assembly events. To be located in what is already a significant commercial/retail district, the city hopes the PACC will jump start the creation of rejuvenated downtown core.

If you are a true professional who is passionate about the arts and culture and serving your community, we invite you to be part of this outstanding opportunity. You can literally get in on the ground floor, help move this project forward, and build your organization from scratch. Furthermore, you will have the full





support of the elected officials, staff and this progressive community – all of which want you to make things happen!

History

Originally settled as a logging community, Federal Way has become the 11th largest city in the State. In the early 1900's the area had few residents. It was isolated atop a triangular shaped plateau rising steeply from Puget Sound. In 1920 with the completion of Federal Highway 99 development slowly began to occur. This road provided north / south access to the area and was ultimately the genesis of the city's name.

By the start of WWII, a number of communities had sprung up along the Route 99 corridor, and by the end of the 1950s a commercial district had developed.

By the mid-1970s, population growth in south King County called for the development of a large commercial presence, and the Commons at Federal Way (formerly SeaTac Mall) was built.

The population and business development continued through the 80s. In 1990 Federal Way was incorporated with a population of 67,671. With a population today of almost 93,000, Federal Way has become a significant player in the region.

Demographics

Federal Way's current population is comprised of 36% who are age 24 and younger, 21% who are 25 to 39, 28% who are 40 to 59 and 15% who are over age 60. 58% of the population is classified as Caucasian, 10% African American and 14% Asian. The remainder is classified as some other race, or more than one race. Owner-occupied units make up 56% of the housing. Of those persons 25 and older, 89% have a high school diploma and 25% have a bachelor's degree or higher. As of August 2014, the unemployment rate was 5.4%

Climate

Even with its northern location and proximity to Puget Sound, Federal Way is classified as having a Mediterranean climate. It has pleasantly mild winters (average temperatures range from 35° to 47° Fahrenheit) and warm summers (average temperatures range from 52° to 77°). Its annual average rainfall is approximately 38 inches, less rain than what is received in New York, Atlanta, or Houston. The chart (left) depicts the maximum and minimum temperatures ever recorded as well as average highs and lows in Federal Way.

Commerce

Federal Way's location in the Seattle/Tacoma Metroplex, its proximity to I-5, and other local transportation facilities has lead to its sustained growth. Quality jobs have boosted the level of disposable income and provided support for the expansion of Federal Way's retail and commercial sectors. In fact, the economy is classified as over 76% retail or services. Table I (see page 4) lists the community's largest non-governmental and non-retail employers:

The Government

The City of Federal Way operates utilizing the Strong Mayor form of government with a Mayor and seven Council Members elected at large to serve four-year terms. The Mayor serves as Chief Executive Officer and manages the city's daily business by directing the work of city staff and enforcing the law. The Mayor has an excellent working partnership with the Chief of Staff who assists in managing the City's day-to-day operations.

Table I: Principal Area Employers

| Employer | # of Employees |
|------------------------------|----------------|
| Xerox Commercial Services | 1,210 |
| St. Francis Medical Services | 875 |
| World Vision Inc. | 852 |
| Wild Waves Theme Park | 632 |
| ACS | 560 |
| Coldwell Banker | 246 |
| Virginia Mason Federal Way | 235 |

Source: City of Federal Way CAFR

The City has 304 FTEs and annual budget of \$138 million. City services include Community Development, Economic Development, Finance, Human Resources, Information Technology, Law, Police, Parks, Public Works, and Emergency Management. Fire and Emergency Medical services are provided by South King Fire & Rescue and sewer and water services provided by Lakehaven Utility District.

The Performing Arts & Conference Center

This \$32 million facility will be located in a prominent, elevated location in the Federal Way City Center. The City's Comprehensive Plan envisions the PACC contributing to the overall stability of the city center, encouraging growth and development of that sector, and providing an essential component to Federal Way's quality of life. The PACC is also envisioned as a way to kick-start the revitalization of the town center and as the catalyst for additional reinvestment in the community. A site adjacent to the PACC has been set aside by the City for a future hotel that will complement and enhance the facility.

The PACC will accommodate a growing local demand for performance space and conference space for numerous community organizations, as well as serve South King County. It will be a multipurpose venue that will accommodate theatrical, musical, dance, artistic, and spoken-word performances in its 700-seat state-of-the-art theater. It will also provide space for conferences, seminars, meetings, and other assembly events in both

the theater and its 8,000 additional square feet conference center. The facility will have a catering function and, as envisioned now, a culinary arts training program with both educational and fund raising capability.

A Blue Ribbon Panel fully vetted the operational pro forma assumptions and projections for the PACC. It has also reviewed the potential economic and fiscal impacts, and the construction costs and financing options. The Panel consulted with financial and construction experts and discussed operational costs with other directors of similar facilities in the State. The result has been the enthusiastic support of the community and the City Council voted 7/0 to proceed with this project.

Once operational, the PACC will be overseen by a not-for-profit, independent entity. Though initially hired by the City, the successful candidate will assist in creating the long term governance structure for the PACC, and will serve as its Executive Director. In order to ensure its success, the City projects an annual contribution to the operating costs for five years until the facility can stand on its own.

The Job

The Executive Director of the Federal Way Performing Arts and Conference Center (PACC) is a once in a life time opportunity to start a performing arts and conference center from scratch. As the first Executive Director you will literally create your own job and participate in the facility's construction, hiring the staff and developing and overseeing the programming. That effort will require managing the thousands of small details a start-up requires while always keeping the big picture in mind.

The essential priorities for this position are listed below:

- Establish new PACC and develop the non-profit to manage the facility once built.
- Develop use of facility and strengthen relationships with various constituencies.
- Develop the initial season to include diverse programming and educational /outreach activities and facility rentals.

- Create operating policies and procedures and establish standards.
- Establish and maintain solid financial operations including long and short range plans and strategic fundraising.
- Create and implement a comprehensive fundraising development plan.
- Recruit, hire and manage a dedicated, experienced, professional staff.
- Develop and implement comprehensive marketing and promotion plan.

More detailed aspects of the job are as follows:

- **Programming & Facility Rental:** Program a diverse season to include the broad spectrum of the performing arts, educational, and enrichment programs. Balance professional programming with community presentations and conference events.
- **Strategic Planning & Operations:** Work with the board on long-range planning and policy development to include programming, fundraising, operations, fiscal management, and capital improvements. Develop and implement best practice policies and procedures. Maintain a welcoming and efficiently run operation. Oversee maintenance of the physical plant. Set and manage rental rates and policies governing use of facilities.
- **Financial Management:** Work closely with the Board to ensure strong fiscal health and oversight. Develop, monitor, and maintain fiscal responsibility for overall budget and ensure the most effective use of financial resources. Negotiate all contracts with vendors, clients, and artists. Manage all expenditures and revenue, including box office operations and rentals and contracts. Maintain accounting records and reporting systems. Develop and manage operating budgets.
- **Fundraising:** Work with the board to develop and execute fundraising strategy. Manage on-going fundraising campaigns to include Endowment Fund,

Annual Appeal, Sponsorships, Grants and special events.

- **Marketing:** Develop and execute marketing plan. Oversee advertising and promotions for facility promotion and for all presented programs. Manage all aspects of customer relations, statistics and market research, and outreach.
- **Audience Development Community Outreach:** Ensure the highest levels of customer service, effective audience interaction, and community engagement. Develop processes for engaging target populations, as well as for reaching a broader audience. Develop appropriate strategic partnerships throughout the community to embrace the diverse needs of the community.
- **Personnel:** Recruit and train staff and volunteers to support all aspects of operations. Conduct annual reviews and evaluations of staff. Maintain good working relationships with staff, committees, board members, and other volunteers.
- **Outreach and Communication:** Maintain membership in civic and arts related organizations. Participate in advocacy efforts on behalf of the PACC and the local arts community. Represent the Federal Way PACC to the community and region at large.

The Ideal Candidate

Federal Way is looking for a dynamic, organized, highly energetic, results-oriented, and seasoned professional to serve as its PACC Executive Director. The ideal candidate will combine an exciting artistic vision with a comprehensive business strategy to grow the performing arts and conference venue. He/she will be passionate about the job and possess a proven track record of managing facilities of this nature, someone with demonstrated programming, financial, budgetary, fundraising, and marketing skills. The individual will be a person who will just not do the job but who will flourish in it.

The successful candidate cannot be timid. Since you will be the first, and creating your own job, you will need to be a self-starter who is outgoing and resourceful as well as someone who will engage the citizenry, community

leaders, and the long time stakeholders. He/she will have a vision but will also be able to ensure the “I”s are dotted and the “T”s crossed.

Strong verbal and written communications skills will be critical. The Executive Director will not only work with the community but must quickly develop a regional presence and seek out strategic partners. In many ways, the successful candidate will be the cheerleader for the PACC, a champion of the arts, and a very visible and charismatic leader in the community.

The City wants someone with an artistically well-rounded background in theater, dance, classical music, folk, blues, jazz, and/or world music, someone who also understands the “backstage” technical side of the enterprise. The PACC Executive Director must be familiar with the performance circuit for traveling artists and what will work and not work in this venue.

The ideal candidate must have experience working with a board of directors and cultivating board member relationships. He/she must be politically wise and sensible, but not politically involved. Ideally, the PACC Executive Director will have at least eight years in a performing arts or related facility of which five years must be as an executive director, or as a deputy, or assistant director in a larger venue. Experience with programming, fundraising, financing, budgeting, marketing, long range planning, and cost containment are essential. Managerial experience, particularly in the startup of a new enterprise, would be a plus as would demonstrated experience with grant writing, annual appeals, bequests, capital campaigns, and corporate sponsorships.

The selected individual is expected to have a Bachelors degree in the management of the performing arts, business administration, or public administration with a performing arts background. A Masters in Arts Management/Performing Arts Management, or business or public administration with a performing arts background and experience, is preferred.

Residency

Residency in the city is not required.

Compensation

The salary range for the PACC Director is \$90,000 to \$120,000, with excellent comprehensive fringe benefits. For example, Federal Way offers a Retirement Plan, a Social Security alternative, Washington State (PERS), optional deferred compensation, medical, dental, vision, and life insurance with paid vacation, sick leave and holidays.

How To Apply

E-mail your resume to Recruit27@cb-asso.com by December 22, 2014. Faxed and mailed resumes will not be considered. Questions should be directed to John Darrington (509) 619-0880 or Colin Baenziger at (561) 707-3537.

Schedule

Applicants will be screened between December 22nd and January 21st. Final interviews are scheduled for February 5-6, 2015 with a selection shortly thereafter. The City may initiate a Skype interview to narrow the field sometime after January 23rd.

Other Important Information

The City of Federal Way is an equal opportunity employer committed to a diverse workplace. Any person requiring ADA accommodation should advise the City of the need. For TDD relay service call 1-800-833-6388/TDD or 1-800-833-6384/voice.

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING