



BERKHEMER CLAYTON, INC.
RETAINED EXECUTIVE SEARCH

Chief Executive Officer



**THIRD
STREET
PROMENADE**

BERKHEMER CLAYTON, INC. — LOS ANGELES, CALIFORNIA

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DOWNTOWN SANTA MONICA

Downtown Santa Monica has distinguished itself as a landmark destination, easily recognized by the towering Ferris Wheel on the Santa Monica Pier, overlooking the sprawling beauty of the Pacific Ocean. It's the epicenter of a vibrant community that attracts residents, locals, and millions of visitors from around the world to gather and experience a world-class and eclectic mix of business, dining, outdoor sports, retail, hospitality, as well as art and entertainment, all of which generate revenue for the local economy. Downtown Santa Monica is an integral part of the City of Santa Monica, a progressive community that was recently named by *National Geographic* as one of the Top "10 Beach Cities in the World".

In 1984, Downtown Santa Monica (DTSM) was incorporated as part of a revitalization plan, in collaboration with the City, to assist the city government in reinvigorating the area around the Santa Monica Mall. The Organization played a key role in the initial development of the Third Street Promenade and subsequent operations, including "clean and safe", ongoing beautification, events and programming, marketing, and economic development. For 35 years, the bustling Third Street Promenade anchored the growing success of the greater Downtown Santa Monica area, and inspiration for countless other urban placemaking initiatives. This success, aligned with City planning efforts to transition the area into a mixed-use district, led to the development of nearly 4,000 units of housing and growing the geographic reach of successful retail, restaurants, and entertainment options well beyond the Promenade.

The organization manages three Property-based Business Assessment Districts, (PBAD), which encompass the area bounded by Ocean Avenue, Wilshire Boulevard, Lincoln Boulevard, and the Santa Monica Freeway. It also manages two Business Improvement Districts (BID), and provides contracted services to the City of Santa Monica.

Today, Downtown Santa Monica, Inc. is a private 501c3 non-profit organization with an annual budget of approximately \$10 Million, which works with the City to manage services and operations in Downtown Santa Monica, while promoting economic stability and growth.

This district remains one of the most iconic destinations in the world with bustling tourism, and over 100,000 daily visitors, as well as year-round special events. The Promenade, two blocks from the Pacific Ocean, and capped to the north by the expanse of the Santa Monica Mountains, is primed for further growth, and increased experiential commerce, amidst the plethora of restaurants and entertainment options that are anchored to the locale.



THE CHALLENGES & THE OPPORTUNITIES

The scope of both the challenges and the opportunities for the culturally diverse area of Downtown Santa Monica, including sustaining and building on its success and brand reputation, is vast. Communitywide goals for economic development and prosperity, urban planning and design, and business and property owner engagement are all areas that benefit from strong leadership to achieve its financial, programmatic, and infrastructure enhancement objectives.

One of the essential areas of focus for revitalization ensures the community remains “clean and safe” and a welcoming destination for residents and visitors to enjoy the abundance of offerings within Downtown Santa Monica. Continued strategic partnership and collaboration with all City agencies and stakeholders ensures this stays a top priority.

DTSM is poised to meet all these challenges in a myriad of ways: Stable property-based assessment revenues and new agreements with the City are set to infuse the organization with new sources of revenue that open up possibilities for innovation, significant capital investment, and implementing programming to increase visitation and reinvigorate Downtown Santa Monica.

The Chief Executive Officer will play a critical role in effectively positioning Downtown Santa Monica for this progressive change. To recapture and reinvent the Third Street Promenade’s unique historic and innovative vibrancy, this role will need to meet the evolving needs of consumers, business and property owners, tourists, and the greater Santa Monica community. The successful CEO will welcome and embrace the opportunity to bring to bear years of expertise and influence to inspire and lead the Board, staff, and key stakeholders toward realizing the strategic vision for this highly-engaged community.

LOCATION

The Downtown Santa Monica offices are located in the heart of the Third Street Promenade, three blocks from the Pacific Ocean. DTSM manages the Property-based Business Assessment District (PBAD) bounded by Ocean Avenue to the west, Wilshire Boulevard to the north, Lincoln Boulevard to the east and the Santa Monica Freeway to the south.

REPORTING RELATIONSHIPS

The Chief Executive Officer reports directly to the Board, which includes elected officials and appointees, namely City Council, district property owners, and the City Manager. This leadership structure was intentionally created to ensure residents, as well as business interests, be well represented. The position oversees an internal team of approximately eight staff, including the Executive Director, Director of Operations, Senior Marketing & Communication Manager, Research and Data Manager, Special Events Manager, Economic Development Supervisor, Public Space Manager, and an Accounting Specialist. The CEO may also hire additional staff, as needed, once full understanding of the business is achieved.

In addition, this executive works closely and cooperatively with key external stakeholders within the community including City Council, property owners, business owners, outside vendors, and the City of Santa Monica.

POSITION SUMMARY

The Chief Executive Officer will serve as the pivotal, forward-thinking leader of DTSM. In collaborative partnership with a spectrum of impassioned and dedicated external stakeholders, the CEO is responsible for the overall success of the organization.

The most significant dimensions of this CEO position include strategically advancing the agenda of the DTSM organization and helping Downtown Santa Monica to solidify its position as one of the most renowned Business Improvement Districts in the industry and the biggest in the state of California. Using the roadmap of the [Third Street Promenade Stabilization and Economic Vitality Plan](#), this transformative leader will further develop and drive strategies to:

- Drive the vitality of downtown and promote community prosperity.
- Maximize a “clean and safe” environment working in close partnership with all City Agencies and other stakeholders.
- Position downtown as a compelling destination through strategic ongoing investments in placemaking, urban planning, capital improvements, and beautification.
- Increase exposure and drive visitor traffic by nurturing and expanding the downtown’s reputation as an authentic, diverse, culturally significant, and forward-thinking district, fostering its identity and brand through a robust marketing plan inclusive of communications, public relations, advertising, partnerships, and special events.
- Proactively identify issues and advocate for solutions that best serve the interests of the downtown community, maximizing the “clean and safe” by working with partners.
- Cultivate a vibrant, engaged community by serving as stewards for the quality and use of downtown’s physical spaces with regard to cleanliness, public safety, hospitality, facilities, and social outreach.



POSITION DESCRIPTION

To accomplish all this the next CEO will demonstrate a commitment to identifying and creating opportunities for sustainable economic vitality and growth for Downtown Santa Monica in the following priority areas:

Provide Visionary and Strategic Leadership to Sustain and Grow Downtown Santa Monica:

- Manage the staff, contractors, and resources of DTSM to create and maintain a clean, safe, and vibrant downtown leveraging the efficiency through the organization’s 24/7 command center.
- Advocate with the city departments, county agencies, and providers of services to leverage others’ resources in maintaining a clean, safe, and vibrant downtown.
- Expand economic vitality by providing overall strategic leadership and vision for DTSM in line with the Board’s priorities, championing innovation, navigating challenges, and increasing the organization’s reach and impact.
- Elevate the influence of the organization that is proactive and sustainable over the long-term.
- Collect and analyze data on district operations and to inform deployment of operations resources.
- Develop and advocate for policy initiatives, economic vitality proposals, and other strategic programs for the betterment of the District.
- Partner with the Board to determine the pace at which priorities can be advanced, decide which projects deserve primary attention, and manage the cadence at which critical decisions are made and implemented.
- Monitor innovations, trends, and best practices in the place management industry to anticipate challenges and enhance DTSM’s impact.



Strengthen DTSM’s Financial Health and Operations:

- Maintain the financial health of the organization, including developing short- and long-range financial plans, monitoring the budget, and ensuring sound financial controls are in place. Set financial priorities to support the goals and objectives of DTSM.
- Increase revenue-generating opportunities with innovative entertainment and enterprise programs that also optimize sponsorships, corporate partnerships, and licensing agreements.
- Analyze current operating practices and costs and identify opportunities to increase efficiency, cost-effectiveness, and impact; using data and research to inform key decisions.
- Manage preparation and distribution of downtown-wide data that supports the stakeholder leasing efforts, potential grant writing opportunities, and advocacy efforts.

POSITION DESCRIPTION (CONTINUED)

Represent and Market Downtown Santa Monica Effectively with External Constituents:

- Build trust and facilitate consistent, transparent, and informative communication to strengthen and expand DTSM’s influence and opportunities with all stakeholders, government agencies, and other constituents.
- Serve as DTSM’s chief spokesperson and primary advocate representing the organization with media, government agencies, associations, property owners, residents, downtown businesses and employees, and other public and private stakeholders.
- Actively engage with the community to advance policies and subject matter that benefit DTSM and its stakeholders.
- Build relationships with stakeholders to assist them through local challenges and obstacles relating to public safety, cleanliness, and City processes to support vibrancy.
- Raise the regional, national, and international profile of Downtown Santa Monica to local and tourism markets to attract visitors to the District.
- Encourage and empower the Board and staff to serve as relationship developers and coalition builders to further DTSM’s position in the community.

Sustain and Support a Vibrant Organizational Culture:

- Provide consistent leadership and clear direction to the staff. Define organizational and individual goals, specify responsibilities and accountabilities, encourage professional development, and regularly evaluate staff performance based on identified criteria.
- Lead open, transparent communications with the Board and external stakeholders, keeping parties fully informed on the strategic initiatives and priorities of DTSM.

Facilitate Governance:

- As a partnership with the City of Santa Monica subject to California’s Property and Business Improvement District Law of 1994, the organization’s governance will be conducted transparently in compliance with the Ralph M. Brown Open Meetings Act and the California Public Records Act.
- Work in collaboration with the Board to fulfill its governance functions and facilitate the optimum performance by the Board, its committees, and the City.



SKILLS & EXPERIENCE REQUIREMENTS

The successful candidate will be a proactive, results-oriented leader, with ten or more years of relevant executive-level experience and with many, if not all, of the following qualifications and attributes:

- An action-oriented strategic leader, with proven success driving unified vision, change, and growth within an organization, and translating broad goals into achievable steps.
- Demonstrated success running a business enterprise, including its administrative and operational functions.
- Proficient at lobbying, community advocacy, and government relations to advance policies and decision-making.
- Politically savvy with executive presence and exceptional diplomacy skills.
- Deft at interfacing with diverse stakeholders that include public and private figureheads such as elected officials, public servants, business and property owners, and Boards, to successfully generate buy-in for key initiatives.
- Extraordinarily strong competencies in coalition building, orchestrating grass roots community relations programs, driving consensus, and rallying support around strategic priorities, amidst complex public opinion backdrops.
- Proven track record of proliferating sources of revenue and developing and implementing revenue-generating strategies and partnerships.
- Experience in one or more of the following areas is desirable: sponsorships; licensing; large-scale events; experiential activations.
- A financially astute leader with strong business acumen, solid financial grounding, and a track record of effective forecasting, budgeting, and resource allocation.
- Direct experience with or understanding of navigating the organizational intricacies of city government, Property-based Business Assessment Districts, (PBAD) and Business Improvement Districts (BID) to help realize long-term goals for economic vitality.
- Deep knowledge and expertise in the evolving nature of travel, hospitality, and tourism industries.
- Knowledgeable at developing and implementing strategies that drive local and international commerce.



SKILLS & EXPERIENCE REQUIREMENTS (CONTINUED)

- Adept at partnering with Boards in leading organizational change, including the skill to deftly manage complex situations, assess all factors, and develop and implement successful solutions.
- Experienced at managing and implementing risk mitigation strategies.
- Past achievements in using a highly data-driven approach to inform decision-making.
- Skilled at building, managing, and motivating staff across a range of functional disciplines as well as past experience developing and retaining a productive team, while instilling a high-performance culture.
- Demonstrated success as a confident, transparent, and influential communicator and public speaker to effectively advocate for and promote various strategic initiatives.
- Adept at collaborating effectively with an array of diverse populations and receiving feedback constructively.



PERSONAL ATTRIBUTES

- A person with the highest ethical and professional standards, as well as the ability to manage the most sensitive and challenging issues with tact, diplomacy, and discretion.
- Attention to detail with excellent organizational, administrative, and project management skills who can simultaneously juggle various priorities.
- Outstanding communications and interpersonal skills to serve as an authentic and credible ambassador.

EDUCATION AND CERTIFICATIONS

Bachelor's degree required. Advanced degree preferred.

PROCEDURE FOR CONFIDENTIAL CANDIDACY

Submit resumes or nominations, with assurance of confidentiality, to Berkhemer Clayton, Inc.:

LB Baer
Executive Search Consultant
LB@berkhemerclayton.com

Ben Lambert
Senior Vice President
Head of Higher Education, Healthcare, & Nonprofit Practice
Ben@berkhemerclayton.com

COMMITMENT TO DIVERSITY

Downtown Santa Monica, Inc. and Berkhemer Clayton, Inc. are committed to a process of diversity and inclusion. We welcome all qualified candidates for consideration.

Downtown Santa Monica, Inc. is an Equal Opportunity employer, and does not discriminate on the basis of race, color, national origin, ancestry, religion, gender, sexual orientation, age, physical disability, mental disability, marital status, veteran status, genetic information, or any other characteristic which may be specified by law or agency policy.

