



Seeking Program Director for the Constituency Advisor Program (Beyond the Base)

About the Cultural Space Agency

The Cultural Space Agency (CSA) stands as a dynamic and newly chartered municipal corporation and public development authority in Seattle, uniquely positioned as an intermediary between commercial real estate development and community-based cultural operators. Established with a mission deeply rooted in values and driven by an unwavering commitment to cultural real estate development, CSA operates with autonomy and independence, chartered by the City of Seattle. In 2021, CSA underwent a transformative evolution into a Public Development Authority (PDA), dedicated to creating stability in the cultural sector through strategic investments in cultural real estate. Our initial pilot phase demonstrated CSA's commitment to creating opportunities for emerging cultural space seekers, empowering them to own or exert long-term control over valuable neighborhood real estate—establishing themselves as vital cultural assets within their communities. Building on this foundation, CSA is actively shaping the cultural landscape of Seattle and contributing to community wealth through an anti-racist lens, ensuring a lasting impact for generations to come.

In our inaugural twenty-four months of operation, CSA has experienced exponential growth, securing five culturally significant spaces in the Seattle area. These spaces, earmarked for co-ownership and leadership by Black, Indigenous, and People of Color (BIPOC) individuals and organizations, span a diverse range of projects—from the preservation of a century-old vaudeville theater to the strategic acquisition of half a city block for a cultural space. Building on years of collaborative planning and goodwill between government, artists, philanthropy, and grassroots community leaders, CSA has successfully raised \$28 million in philanthropic contributions and direct government support over the past 24 months. Looking forward, CSA is expanding its cultural real estate program, uniquely designed to address Seattle's market conditions. The focus is on preparing small and mid-sized cultural organizations for site control or ownership of cultural spaces, thereby contributing to the cultural vibrancy and resilience of the Seattle community. The Constituency Advisor Program, as a flagship initiative, plays a pivotal role in this expansion, leveraging the expertise of The Constituency to support emerging cultural organizations in their journey towards long-term cultural impact and community engagement. CSA remains dedicated to its mission of creating community wealth through an anti-racist lens, shaping the cultural landscape of Seattle for generations to come.

About the Constituency Advisory Program (Beyond BASE)

At the heart of the Cultural Space Agency's development lies the invaluable guidance of The Constituency—a core group of experts across diverse fields crucial to cultural space development. This esteemed assembly, including architects, property developers, community organizers, artists, philanthropists, elected officials, commercial lenders, attorneys, academics, and nonprofit directors,

constitutes our "deep bench" of experts, playing a pivotal role in shaping the Agency and offering a wealth of wisdom and expertise.

Building upon the success of a pilot initiative that facilitated cultural space ownership for projects like Station Space and the Columbia City Theater, the Cultural Space Agency (CSA) is embarking on a Phase 2 development plan. The objective is to double the number of cultural space-seeking organizations poised for long-term control or ownership by establishing the Constituency: A Cultural Space Advisor Program as CSA's flagship initiative.

Program and Team Development: CSA will integrate the Constituency Advisor Program as a core initiative, following a successful volunteer model validated during the pilot phase. This approach will ensure quality control, incentivize participation from cultural organizations, and compensate advisors strategically, fostering sustainable scalability. Engaging stakeholders and national advisors, CSA will collaboratively design the program's implementation and conduct an annual strategic review to identify areas for improvement. The growth plan involves hiring program staff, including navigators and project managers, to manage up to twenty advising projects concurrently, enhancing scalability and impact.

Stages of Readiness and Tailored Support: Recognizing the varied stages of readiness among cultural organizations—from 'Shovel Hungry to Shovel Ready'—the Constituency Advisor Program will match Seattle-based arts, cultural, and heritage organizations with culturally competent BASE-certified advisors. This tailored approach ensures that each advising session addresses the specific cultural real estate needs of the organization or project. Sessions will be delivered in six-month sprints, with up to twenty concurrent projects by the program's third year. Advisory sessions are stackable, allowing organizations to continually participate until they determine their competency and readiness to independently manage their projects.

This innovative initiative underscores CSA's commitment to nurturing cultural vibrancy within Seattle communities, promoting accessibility to the arts for individuals of all ages and abilities, and empowering cultural organizations for long-term success. The Constituency Advisor Program stands as a transformative force in advancing cultural space development and community resilience.

The Role of the Constituency Advisory Director

The Director of the Constituency Advisory Program assumes a pivotal role in steering the development of this innovative initiative. Directly reporting to the organization's executive director, the Director will orchestrate the establishment and growth of this transformative program. The scope of responsibilities includes overseeing a team that is projected to expand to four full-time employees and numerous contractors by the conclusion of the three-year launch period. In the spirit of fostering community wealth through an anti-racist lens, the Director will play a central role in shaping the program's trajectory and impact within the Cultural Space Agency's mission-driven framework.

Responsibilities of the Consultancy Program Director

Leadership: As the visionary leader of this nascent program within a relatively new organization, the Consultancy Program Director shoulders the responsibility of advancing its ongoing

development. Despite extensive prior discussions and documentation, the Director is tasked with collaboratively shaping the program's trajectory. Serving as the program's public face, the Director is expected to eloquently articulate its vision both publicly and privately. The Director will convene and oversee the program advisory panel, composed of experts in cultural space development and cultural/commercial real estate training, guiding the program's continual evolution. This role involves effective management of communications, regular convenings, and the integration of advisory panel input into ongoing program evaluation and redesign.

Content Expertise: In navigating the diverse landscape of cultural space development, the Consultancy Program Director engages with experts spanning various fields, including property development, commercial lending, philanthropy, organizational development, government processes, and land use law. While mastery of every field is not expected, a fundamental understanding of all phases of real estate development and organizational capacity building are necessary for effective program management. Additionally, the Director must adeptly navigate the spectrum of cultural organizations, catering to their varying levels of development, capacity, and understanding. The ability to work with both emerging and established cultural organizations, encompassing nonprofits and other forms, is a valuable asset.

Manage Program Finances: Collaborating with the Executive Director and the Director of Fund Development, the Program Director takes charge of developing an annual program budget exceeding \$1 million. Oversight includes detailed accounting of program-related expenses and the adept management of these expenses within the approved budget.

Identify and Manage Program Staff: Once fully staffed, the Program Director will manage up to four full-time employees, participating in the hiring process. Proactive in marketing opportunities, the Director targets communities where potential employees and consultants can be found. The Director collaborates with the other directors with CSA in reviewing, vetting, and selecting candidates from the applicant pool. Continuous management of the list of consultants involved in the program is another crucial responsibility. The Director oversees "Training the Trainers" sessions to enhance consultant skills and actively recruits new consultants, drawing from the BASE program, the Constituency, and other relevant areas, to fulfill program needs.

We actively encourage non-traditional candidates with a genuine interest in this work to apply. We emphasize that not seeing oneself in the job description does not preclude consideration by the hiring panel. The organization recognizes and values diverse perspectives and backgrounds, and applicants are encouraged to bring their unique experiences to the forefront during the application process.

Requirements for Candidates

In alignment with our steadfast commitment to dismantling historical inequities, we purposefully refrain from imposing stringent requirements related to specific work histories or formal training in this search. Candidates are urged to recognize the specialized nature of the work and acknowledge the organization's limited capacity for extensive training.

That said, we are looking for individuals who meet the following criteria:

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- **Leadership Experience:** Professionals with a minimum of 5 years of leadership experience or its equivalent are sought.
- **Team Management:** Candidates should possess experience working with teams and be comfortable organizing the work of others.
- **Financial Acumen:** We seek leaders who are conversant in organizational finances and adept at annual budgeting.
- **Communication Skills:** Effective communicators, capable of translating, teaching, and conveying complex ideas to partners less familiar with the mechanics of our work.
- **Community Engagement:** Engaged thinkers with connections to historically excluded and marginalized communities, the arts, and commercial real estate are highly valued.
- **Entrepreneurial Background:** Builders and creators with entrepreneurial experience in establishing new entities, projects, spaces, or collaborations are encouraged to apply.
- **Community Organizing:** Candidates with a demonstrable history of organizing community-based work and a commitment to antiracist/racial equity initiatives are preferred.
- **Technical Proficiency:** Familiarity with contemporary office software is required, including proficiency in the Microsoft Office suite (Word, Excel, PowerPoint, Google suite). Additionally, candidates are encouraged to be conversant in specialized tools such as financial modeling tools and donor relationship management tools.
- **Connectivity and Communication:** Proficiency in various connectivity and communication platforms is essential, including Gmail, Outlook, Zoom, Teams, and Slack.
- **Curriculum/Workshop Development and Facilitation:** The candidate should possess strong skills in evaluating and co-creating effective training programs. They should be adept at providing constructive feedback to constituency advisors, with a focus on enhancing their program processes and . A key responsibility includes ensuring the high quality of care that constituency advisors deliver to the project sponsors.

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Location and Work Arrangements

Currently, the majority of Cultural Space Agency operations are conducted remotely. Several times per week, the staff convenes in a shared office space in the Seattle Area. The anticipated launch of this program aligns with the need for a more substantial and permanent administrative space. While the Program Director is expected to work remotely, they should not rely exclusively on the Cultural Space Agency for full-time administrative space.

Compensation and Benefits

The Cultural Space Agency upholds a commitment to equitable income distribution for full-time work. All members of the Space Agency staff will receive an identical salary, indexed to the Area Mean Income, currently approximately \$102,000 in the Seattle area. This initial compensation aligns

with the range for the role of Executive Director and is projected to increase significantly for all staff as the organization establishes itself. The salary is complemented by the following benefits:

- **Paid Time Off:** Three weeks per year, in addition to all paid holidays, sick leave, and parental leave.
- **Health Insurance and Employee Benefits:** A comprehensive package, fully funded by the organization.
- **Professional Development Budget:** The Cultural Space Agency has allocated \$2,000 per employee per year for professional development, travel, ongoing education, or coaching. Each employee has discretion in applying this budget according to their individual needs.

Accommodations

The organization encourages individuals of all physical, emotional, and neurological abilities to apply. Committed to inclusivity, the Cultural Space Agency is dedicated to creating necessary accommodations for the right candidate. No potential disability is perceived as outright disqualifying from consideration for this role.

Values of the Cultural Space Agency

The foundational values shaping the Cultural Space Agency have been identified through the input of community members and stakeholders, forming the bedrock for the creation of a new cultural space entity. These values are integral to the development of organizational recommendations, and we anticipate that all staff will embody and prioritize these principles in their work.

Keep Race in the Room:

The dialogue about race and prioritizing the needs of communities of color extends beyond the Racial Equity Toolkit process. Organizations arising from this initiative must consistently center the voices of color, ensuring an ongoing commitment to inclusivity and representation.

Recognize that Assets are not Always Financial:

Community capital manifests in various forms, such as intergenerational knowledge, cultural richness, volunteer capacity, and ecological richness. Embracing an asset-based approach acknowledges these intangible, non-quantifiable contributions. While recognizing the importance of financial capital, we persist in actively pursuing resources to advance community priorities.

Always be Learning:

Embrace a mindset of continual learning. Anticipate change, challenge assumptions, and remain receptive to novel ideas and perspectives outside the dominant culture. Navigate fluidly, exploring the nuances of the landscape, questioning assumptions, delving into paradoxes, and embracing the unknown.

Build Community Ownership:

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Establish structures that foster literal property ownership by the community, narrowing financial inequality. Promote the growth of community capacity in both financial and property-based realms. Through education, elevation, and training, make strategic reparative investments to enhance community health and redress historical inequities.

Who Decides Who Decides?

Create transparent pathways for the community to influence institutional decision-making. Acknowledge historical inequities in decision-making and construct a framework where power flows from the bottom up. Encourage organizational transparency, allowing the public to comprehend these structures and pathways, fostering trust and accountability.

How to Apply

If you're eager to apply for this position, kindly submit your resume and cover letter to the hiring committee at StaffingUp@culturalspace.agency. Ensure both documents are attached in PDF format to the email.

We will accept materials until **January 17th, 2024**, or until the position is filled. In your cover letter, feel free to address the following questions and provide any additional context or information you wish to share:

1. What drew you to this opportunity?
2. You will be leading this new program during its formative stage. What kind of builder are you? Have you contributed to building a nonprofit, business, collaborative project, or community of trust? Describe your experience as a builder—be it of a family, house, or sculpture.
3. The Cultural Space Agency is committed to serving the needs of Black, Indigenous, and other cultural communities of color. What connects you to these communities?
4. This region faces a prolonged affordability crisis, particularly impacting cultural communities, with disproportionate pressures on communities of color. How do you perceive and connect with these affordability challenges?

References

Finalists will be requested to submit three references when prompted. If required, these references should include:

- A former supervisor (if the applicant was employed) or client (if the applicant was an independent contractor).
- A former lateral colleague or collaborator.
- Former staff, volunteer, or intern managed by the applicant.