

**Chief Executive Officer**  
**NeighborWorks Community Partners**  
**570 South Avenue**  
**Rochester, NY 14620**

On January 1, 2015, four healthy and vibrant not-for-profit community development corporations (CDCs) in western New York State adopted an innovative new form of consolidated legal structure that allows the groups to rapidly scale up their regional impact through a sustainable business model, while retaining substantial local control over programming. The newly-consolidated group, NeighborWorks® Community Partners (NWCP), now serves communities of high need in Western New York, with locations in Niagara Falls, Rochester, and Buffalo, and a regional infrastructure with multi-site leadership to support the four local affiliates.

**Overview of the Organization and its Programs**

NWCP was formed to increase its program reach in its Rust Belt region, which is characterized by high poverty rates, high vacancy rates, and aging, deteriorating housing stock with low average home prices that do not support market investment. More than one quarter of the populations of Rochester, Niagara Falls, and Buffalo live under the federal poverty level, and poverty rates across the region have increased in the last decade. The two largest urban centers of the region—Rochester and Buffalo—are routinely identified among the three poorest cities in the country.

To address these needs, through its affiliates, NWCP provides sustainable homebuyer education and counseling, lending, residential rehab, energy efficiency, and neighborhood revitalization programs, a comprehensive program suite designed to strengthen communities. In addition, NWCP also manages affordable housing. The following table quantifies NWCP’s 2016 community impact in Western New York, and more can be learned about each city’s programs and activities through their websites: [Buffalo](#), [Niagara Falls](#), [Rochester](#).

<b>Service/Activity</b>	<b># Served</b>	<b>Direct Investment</b>
New Homeowners Educated/Counseled	473	
New Homeowners Created	351	
Pre-Purchase Budget Counseling	73	
At-Risk Counseling to Prevent Foreclosure	76	
Homes Saved	25	
Affordable Housing Units Managed	76	
Owner-Occupied Rehabilitation	106	\$1,708,266
Owner-Occupied Repairs (< \$2,000)	64	64,627
Loans Produced	113	1,499,895
<b>Totals</b>	<b>1,357</b>	<b>\$3,272,788</b>

NWCP manages \$18.1 million of assets, has an annual operating budget of approximately \$3.8 million, and a total budget of \$4.6 million, when lending and property-related expenditures are included. NWCP employs approximately 40 staff members and is overseen by a regional Board of Directors comprised of 12 members. Local advisory boards exist to provide community input to the Executive Directors of the four affiliates that merged to form NWCP.

### **Executive Transition**

The former CEO of NWCP, who spearheaded the merger, resigned in July 2016 to pursue other opportunities. Knowing it wanted to focus its immediate attention on solidifying its regional approach to governance, administration and program development, the Board of Directors appointed NWCP's CFO and Associate Director as Interim Co-CEOs, and they have been serving jointly in that capacity since. Now with a solid team of senior administrators in place and stronger governance practices, as well as some substantial successes realized as a regional entity, NWCP is well-positioned to recruit its next CEO.

### **Strategic Opportunities and Challenges**

As it transitions to new executive leadership, NWCP and its new CEO will face some opportunities and challenges, which include:

- Consolidations and mergers of CDCs and NeighborWorks affiliates are occurring with more frequency. As a trailblazer in that drive toward consolidation, NWCP can further capitalize on opportunities newly available because of its size and scope. Recent successes include two regional grant awards: a \$1.2 million Project Reinvest grant and a \$400,000 technology grant.
- NWCP developed a comprehensive and successful business plan in support of its merger. It now needs to develop a strategic plan and refresh its vision to be well-positioned to realize the benefits of the merger and ensure alignment and cohesiveness in terms of mission, vision, program priorities and strategic investments.
- Although NWCP has a strong senior leadership team, two of the three Executive Directors are relatively new to their roles and the Interim Co-CEOs will need to transition back to their formal roles. The new CEO will need to develop and support its senior leadership team, building on the camaraderie and teamwork which has developed during this relatively long interim period.
- Within each affiliate, communication and teamwork amongst staff is very strong. However, staff at each affiliate currently feel relatively isolated from other affiliate and regional staff. The CEO will have the opportunity to develop communication strategies, processes and procedures to build transparency, cohesiveness and camaraderie as well as a common awareness and support of its regional mission, vision, and identity.
- NWCP has a relatively complex governance structure with members of the regional Board of Directors appointed from the local advisory boards, while also maintaining advisory boards for each affiliate. Although it has worked extensively to improve its governance practices and to develop a shared understanding of authority and decision

making, the new CEO will still need to support the board as it finalizes its transition to its regional governance model.

- The new CEO will have the opportunity to develop regional and local marketing and promotional strategies and campaigns to allow NWCP to celebrate its current work and to capitalize on new opportunities.

## **Profile of the Ideal Candidate**

NWCP offers prospective candidates the opportunity to lead a comprehensive, well-respected and innovative CDC that is on the cutting edge of the regionalization movement within the sector. Clear priorities for the next CEO include: finalizing NWCP's transition to a regional entity; developing a strategic plan that capitalizes on past successes and anticipates new opportunities; advocating passionately for its communities to increase investment; sustaining a successful governance model; and building and strengthening relationships between and amongst a highly engaged, committed and experienced staff.

## **Minimal Credentials**

- Bachelor's degree required
- Minimum of seven years of senior management experience

## **Skills and Experience**

### *Experienced Leader*

The next CEO should have extensive leadership skills and qualities, able to take charge and be someone others will follow. Experience with a regional or multi-site organization is preferable, with a background in nonprofits, banking or finance being helpful.

### *Culture Builder*

The next CEO should possess high emotional and social intelligence, with the ability to understand and work effectively across long-held affiliate cultures to establish a unified and common culture for NWCP. As the CEO develops an institution-wide culture for NWCP, the new leader will need to challenge the status quo, while being respectful of traditions of previously independent organizations. To accomplish this, the CEO must be transparent, open, and present as well as demonstrate integrity and trust.

### *Empowering Team Builder and Manager*

The next CEO must be committed to developing and empowering teams and promoting teamwork at all levels, within the senior management team, between geographically dispersed sites, amongst board members and between the board and staff. The CEO must be able to develop, manage, and hold accountable a strong, cohesive and optimally organized senior team, empowering members to make recommendations and decisions that will collectively contribute to achieving the strategic vision of NWCP.

### ***Entrepreneurial Spirit and Strategic Thinker***

The new CEO must bring an entrepreneurial spirit to bear, guiding NWCP to identify and take full advantage of new opportunities available because of the merger. The next CEO should possess a flexible mindset to envision, develop and take advantage of creative opportunities, whether it be expansion of existing programs, entry into new lines of business or new acquisitions. The ability to design and execute a comprehensive strategic plan, marshal and utilize resources wisely, hold self and others accountable to agreed-upon goals and alter plans in reaction to internal and external opportunities and challenges is desired.

### ***Networker and Fundraiser***

The new CEO must be a consummate networker, an adept fundraiser and be politically savvy. The new leader must be able to develop and execute a comprehensive, professional fundraising program across a range of funders, including government agencies, corporations, foundations and individuals. The CEO must also be able to connect with diverse supporters, funders and program participants throughout upstate New York and NWCP communities, all of which have unique identities.

### ***Governance Acumen***

The CEO must have strong governance experience, since the new CEO will need to add a practiced approach and perspective to an evolving and developing regional board within a very complex governance structure.

### ***Financial Acumen***

The new CEO must be able to firmly grasp, understand and translate for the board the complexities associated with community, economic and real estate development and management. The ability to understand and ask informed questions about complex financial statements, real estate financing and cash flow projections are key skills required as well as the ability to communicate these complex issues to less financially sophisticated audiences

### **Application Process**

This search is being managed by John Tarvin of Claremont Consulting. All submissions are confidential. Please email to [jobs@claremontconsulting.org](mailto:jobs@claremontconsulting.org) your resume and a cover letter with salary requirements, where you learned of the position and a description of how your qualifications and experience match NWCP's needs. Only fully complete email submissions will be considered. Applications will be accepted until the position is filled. Salary is commensurate with experience, within the framework of the organization's annual operating budget.

*NWCP is actively seeking to build a diverse and experienced staff. We do not discriminate on the basis of race, color, gender, handicap, age, religion, sexual orientation, or national or ethnic origin. We are an equal opportunity employer.*