

RATLIFF & TAYLOR

YOUR PARTNER IN EXECUTIVE SEARCH FOR

Chief of Staff & Operations
Cleveland Neighborhood Progress

Cleveland
Neighborhood
Progress



Ratliff & Taylor, Inc. EXECUTIVE SEARCH

6450 Rockside Woods Boulevard South, Suite 170, Cleveland, Ohio 44131

216-901-6000 www.ratliffandtaylor.com

Position: Chief of Staff & Operations

Company & Links: Cleveland Neighborhood Progress
Clevelandnp.org

Location: 11327 Shaker Blvd #500w, Cleveland, OH 44104

Reporting Relationship: Chief Executive Officer

Company Overview

MISSION / VISION

Mission: Cleveland Neighborhood Progress' (CNP) mission is to foster equitable revitalization throughout Cleveland's neighborhoods by strengthening the community development ecosystem.

Vision: Cleveland's neighborhoods are attractive, vibrant, and inclusive communities where together, people from diverse incomes, races, and generations thrive, prosper, and choose to live, learn, work, invest, and play.

CNP was founded in 1988 to serve the unique role of a local community development funding and support intermediary for community development corporations (CDCs), and it is a vital partner to Cleveland's community revitalization efforts. In 1991 and 1992, the New Village Corporation (NVC) and Village Capital Corporation (VCC) subsidiaries, respectively, were established to further real estate development and lending in the neighborhoods. While VCC, a Community Development Finance Institution, was initially developed to support the CDC ecosystem, its borrower base has expanded to include private developers as well.

In 2013, Cleveland Neighborhood Development Coalition, an advocacy and trade organization for the CDCs; LiveCLEVELAND!, an organization focused on marketing Cleveland's neighborhoods; and Neighborhood Progress, Inc. merged into Cleveland Neighborhood Progress. The combined organization is a vital partner to Cleveland's community revitalization efforts. CNP has just completed a strategic plan, which has refocused its efforts on the health of community development corporations.

WE BELIEVE IN

- The central role of cities, neighborhoods, and people in place
- Race matters
- Equity for all people
- High-capacity Community Development Corporations
- Climate Resiliency and Sustainability
- Broad-based collaboration, resident empowerment and partnerships
- Transparent and informed decision-making
- Access to quality affordable housing, education, and retail, artistic, & cultural amenities

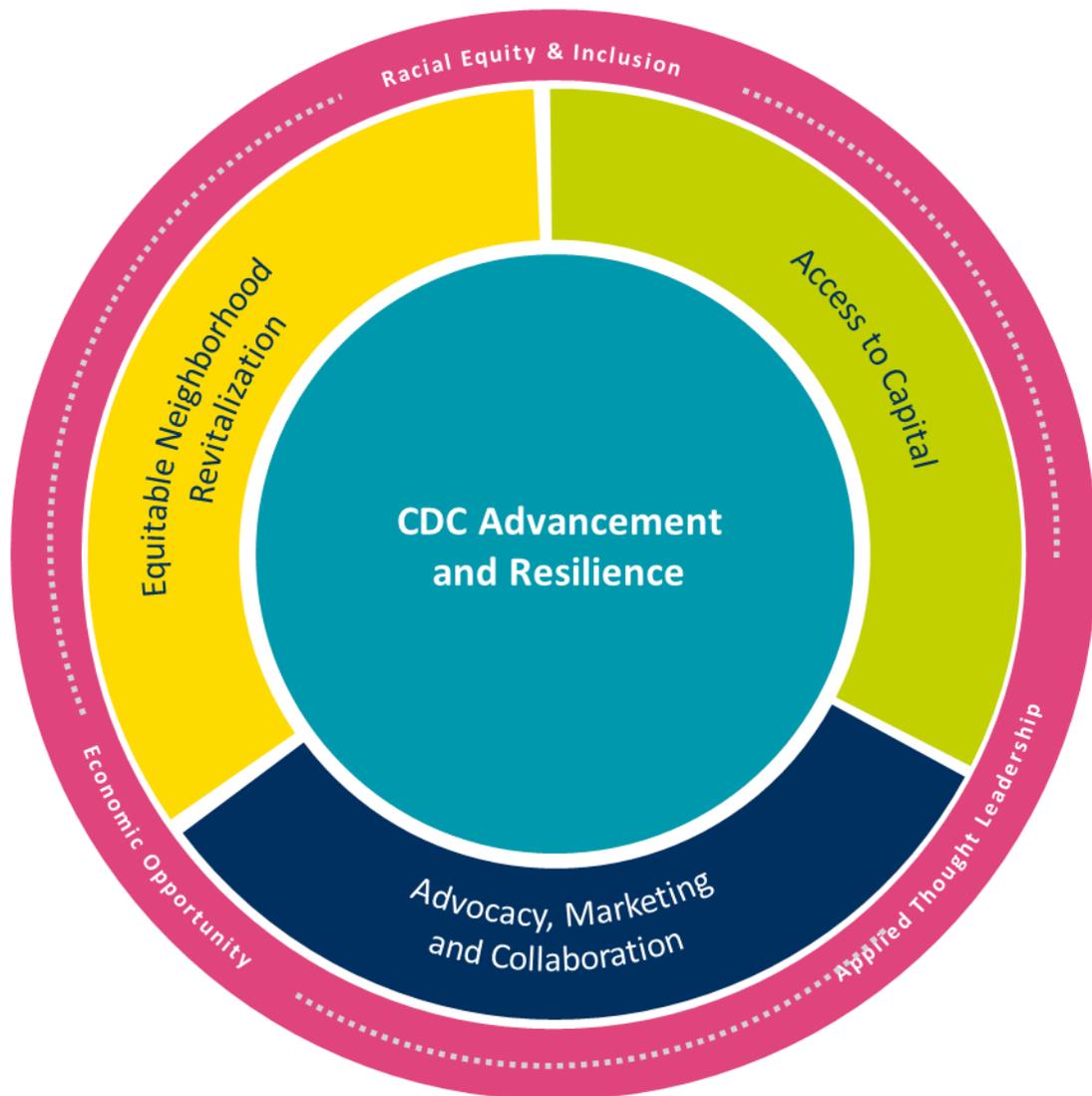
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- Catalytic Public & Private Investments
- Advocacy for equitable policies

CNP Strategic Framework: IMPACT 2027



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Position Summary

This is an exciting time to join Cleveland Neighborhood Progress as they build and grow their outstanding reputation in Cleveland, OH. With a new CEO onboard, this position has been created to enhance the overall operational strategies and tactics while building a strong rapport with the leadership and overseeing the milestones of the strategic plan. Reporting to the CEO and serving as an integral member of the senior management team, the Chief of Staff & Operations will be a mission-focused, seasoned, strategic, and process-minded leader with experience scaling an organization, leading an executive management team, and developing a performance culture among a group of diverse, talented individuals. The Chief of Staff & Operations must be a leader who is able to help others deliver measurable, cost-effective results that make the vision a reality. Importantly, the successful Chief of Staff & Operations will have the skills, sensitivity, and personal confidence to tap into the power that each member of the team brings to this mission. She/He will also be responsible for advancing the racial equity agenda and building a strong culture of diversity, inclusion, belonging and respect for all.

This is an outstanding opportunity for an operational leader with a proven track record of innovation, change management, relationship building, and cultural excellence to join in a high-growth, mission-driven and passionate organization.

Responsibilities

- Work in partnership with the CEO and Board of Directors, contribute and execute the strategic five-year plan (2022-2027) and implement new processes and approaches to achieve it
- Serve as the internal leader of the organization:
 - Coordinate the annual operations plan and budget
 - Lead the performance management process that measures and evaluates progress against goals for the organization
 - Provide for all staff a strong day-to-day leadership presence and support an open-door policy among all staff
- Lead the Senior Management Team with the following positions reporting to the Chief of Staff & Operations
 - SVP of Finance & CDC Shared Services
 - SVP of CDC Advancement & Resilience
 - SVP of Equitable Neighborhood Revitalization & President of New Village Corporation
 - SVP of Advocacy and External Relations
 - President of Village Capital Corporation
- Lead and manage the organization's Finance, Technology, and Human Resources functions:
 - Produce and implement a Balanced Scorecard metric throughout the organization
 - Cultivate the values of CNP within the organization
 - Instill a human capital development and "coaching" culture within CNP; upgrade human resources functions including: training, development, compensation and

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- benefits, employee relations, performance evaluation and recruiting
 - Develop/enhance an accounting system that provides the organization with quick access to financial information and enables strategic budgeting
 - Analyze the current technology infrastructure and scope out the next level of information technology and financial systems that support the growth of specific programs and the organization overall
 - Provide support for Board Governance
- Fund Raising management & operations—function lead by the CEO with dotted-line reporting to Chief of Staff & Operations on:
 - Budgeting
 - Development and implementation of systems for reporting, measurement and supporting local revenue generation
 - Administrative aspects including proposal preparation and granting writing in partnership with Grants Plus, outsourced grants administration partner
- Work with the Board of Directors and present to the board at quarterly meetings and, if appropriate serve on board committees

Key Requirements

As a prerequisite, the successful candidate must believe in the core values of Cleveland Neighborhood Progress and be driven by the mission. Beyond that, we are seeking a candidate that has proven experience and a demonstrated ability to both lead and build the capabilities of a driven, bright and diverse team.

- Results-proven track record of exceeding goals and a bottom-line orientation; evidence of the ability to consistently make good decisions through a combination of analysis, wisdom, experience, and judgment; high level of business acumen including successful P&L management; the ability to balance the delivery of programs against the realities of a budget; and problem solving, project management, and creative resourcefulness
- Strategic Vision and Agility—ability to think strategically, anticipate future consequences and trends, and incorporate them into the organizational plan
- Capacity Building—ability to effectively build organization and staff capacity, developing a top-notch workforce and the processes that ensure the organization runs smoothly
- Leadership and Organization—exceptional capacity for managing and leading people; a team builder who has experience in scaling up organizations; ability to connect staff both on an individual level and in large groups; capacity to enforce accountability, develop and empower top-notch leaders from the bottom up, lead from the top down, and learn the strengths and weaknesses of the team so as to put people in a position to succeed
- Action Oriented—enjoys working hard and looks for challenges; able to act and react as necessary, even if limited information is available; not afraid to take charge of a situation; can overcome resistance to leadership and take unpopular stands when necessary
- General Management—thorough understanding of finance, systems, and HR; broad experience with the full range of business functions and systems, including strategic development and planning, budgeting, business analysis, finance, information systems, human resources, and marketing

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Qualifications

- Bachelor's degree in business or non-profit management or related field. Master's degree is preferred.
- Ten or more years of progressively responsible experience in a senior leadership capacity with a proven track record of success running the operations side of a business or non-profit organization, developing and executing strategy and management decision making
- Current/prior non-profit experience/exposure (e.g. non-profit board member/leader
- Strong financial/business acumen required
- Strong work ethic and leadership skills with high level of integrity
- Demonstrated passion and commitment to neighborhood development and expansion
- Strong relationship builder with the ability to communicate the mission to the community

Timing

- Targeted timing to complete the search is January 2022.

Compensation and Benefits:

The successful candidate will be offered an attractive compensation package including salary and a comprehensive benefits package.

If you are an exceptional leader with the qualifications, drive and determination required to be extraordinary, and are passionate about and connected to fostering inclusive communities of choice, we are very interested in speaking with you. Please submit your interest in confidence to:

Linda Gray |SVP, Executive Search Practice Leader | lgray@rtcpi.com | 216-901-4270

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