



Opportunity Profile

Chief Executive Officer



May 2018

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Erie Regional Chamber and Growth Partnership

The Erie Regional Chamber and Growth Partnership (ERCGP), located in Erie, PA, is a 501(c)3 organization that was formed in 2002. Its primary mission is to serve as the voice of the business community while striving to attract, retain and expand business in the Erie region.

Like our great city, the ERCGP is in a transition. Our Region has faced challenges in transitioning its economy from flat growth to a far more vibrant one, much like other Rust Belt cities across the United States. However, we now look forward with great enthusiasm and commitment toward the opportunity in front of us to stabilize our Region and come to a place of sustainable growth for generations to come.

As Pennsylvania's only port city on the Great Lakes, Erie has a rich history in arts and culture, generosity, and resiliency. With a sturdy foundation, Erie is primed to realize its maximum potential. Many private residents, companies, and organizations have recently stepped up to build that potential. More than \$600 million was committed to improving the Region in 2016 alone. While having the resources to develop Erie's assets is critical, so is collaboration.

As such, the CEO of the ERCGP will play a key role in this collaboration to move our Region forward. The primary focus of the CEO will be to create a world-class Chamber (and team) that supports the retention, expansion and attraction of targeted businesses, while collaborating with business, civic, government, and educational leaders and organizations on significant initiatives.

The ERCGP, under the CEO's leadership, will serve as a strong catalyst to energize economic development in our Region. The CEO can count on a dedicated ERCGP Board, along with a committed Chamber staff, who are open to the possibilities of reshaping the ERCGP to best support this turnaround.

Today, the ERCGP provides a range of services to the business community in Erie County and the Northwest Pennsylvania region with a Metropolitan Service Area (MSA) of over 265,000 people. The ERCGP is currently organized into three divisions: Chamber of Commerce, Economic Development, and Growth Partnership. Across the divisions, ERCGP provides a variety of programs and services for its 850+ members with the collective goal to promote, attract, retain and expand business while further developing and marketing Erie's advantages as a premier location for doing business. Each division is responsible for the following:

- **Chamber Division** - Serves as the revenue-generating and marketing arm for ERCGP. This Division is responsible for a four-tiered membership sales strategy along with traditional Chamber programs and services including networking, communication, and relationship-building events, educational partnership programs and government advocacy activities.



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For more information
www.eriepa.com

APPLICATION PROCESS

For consideration, please submit a letter of interest and résumé to Jorgenson Consulting, Inc. at
ERIE@jci-inc.net
www.jci-inc.net

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- *Economic Development Division* - Dedicated to business attraction and helping existing businesses retain and expand. Program components include coordinating the region's business attraction efforts, the Business Retention and Expansion Program (BREP), Workforce Development and the Lead Economic Development Team.
- *Growth Partnership Division* - Comprised of key leadership from Diamond, Platinum, Gold and Silver members, this group represents approximately 140 of the 850 investor members. This Division is intended to lead transformational community initiatives that impact the Erie region's long-term economic future.

The ERCGP has a 35-member volunteer Board of Directors, an 8-member staff and operating budget of \$1.4+ million.

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The CEO will provide high-profile leadership, vision and strategic direction for the activities of the ERCGP, including responsibility for all administrative and management functions, and executing the overall mission of the organization. The CEO's primary responsibilities include: strategic and operating planning in conjunction with the Board; assuring the financial strength of ERCGP through management of the annual budget and all funding sources; leadership of staff; developing and maintaining solid working relationships with members, the community, elected and appointed city officials; representing the ERCGP at events and meetings that are important to the organization and the business community; and serving as primary media and public relations representative for the organization.

REPORTING RELATIONSHIPS

The CEO of the Erie Regional Chamber and Growth Partnership reports to the Chair and Executive Committee of a 35-member Board of Directors. The CEO will supervise other leaders in the organization.

Other important interactions include: executives and employees of ERCGP member organizations; municipal and county elected and appointed officials; state and national elected officials and their staffs; representatives of other public and private sector partnership organizations including VisitErie (the convention and visitors bureau co-located with ERCGP offices); Manufacturer and Business Association; secondary and higher education officials; Erie Community Foundation; United Way; members of the media.

SPECIFIC RESPONSIBILITIES

- Strategic and Annual Planning: Work with the Board and staff to develop and annually update the ERCGP's Strategic Plan that provides direction for the long-term activities of the ERCGP and the long-term allocation of Chamber resources. In addition, prepare an annual operating plan in conjunction with the Strategic Plan.
- Economic Development: In concert with Economic Development division staff and key stakeholders, plan, build and implement a sustainable and comprehensive program to assist with job creation and capital investment. This would entail the expansion of existing or recruitment of new industry to Erie County and the region. In addition, in conjunction with business, education and governmental partners, implement comprehensive workforce attraction, business retention and redevelopment programs to address the needs and realities of Erie County and regional economy. Maintain and enhance relationships with other regional and state-wide marketing partners,

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economic development leaders, and other key organizations at the community, county and state levels.

- Staff: Responsible for employment, assignment of duties, supervision, evaluation, training, and leadership of all ERCGP staff. Based on the organization's annual plan, assure staff members are prepared to successfully implement programs and pro-actively provide information to all constituencies. Foster daily working environment that values teamwork and ensures the highest levels of customer service.
- Resource Development: Lead and coordinate with Division leaders, other staff and volunteers to cultivate private and public sector support and investment to ensure the adequate revenue and funding of operations.
- Financial Management: Develop the ERCGP budget and relate budget to program goals and maintain responsibility for all expenditures within the framework of the \$1.4MM budget.
- Constituent Relationships: Responsible for ongoing interaction and liaison with a wide constituency including; Board of Directors, ERCGP members, Government Officials, Education, Media, Community and Partner Relationships.
- ERCGP Programs and Services: Responsible for ongoing evaluation of all ERGCP programs and services, with equal focus on quality, emphasizing value to members and the community at large, along with sound fiscal benefit to the ERCGP for businesses of all size.
- Evaluation of Local Environment: Assess and maintain awareness of Erie County and broader Northwest Pennsylvania regional business and community environment. Through this effort, anticipate emerging and long-range opportunities and challenges and pro-actively recommend ERCGP and community programs to take advantage of opportunities and to overcome challenges.
- Volunteers: Effectively recruit, motivate and inspire volunteers to be creative and take fruitful action. Work in concert with Board on key volunteer leader identification and training.
- Operations and Policy: Monitor ERCGP's organizational structure and culture to ensure that the ERCGP is effectively geared to function with optimum efficiency. Recommend to the Board changes in structure, policy, and procedure as needed.
- Membership: Work with ERCGP's staff to oversee activities related to ensuring membership satisfaction and retention and that dues and non- dues revenue streams enhance and support the ERCGP 's work and further defines the relevance and value of the organization.

The Person

The ERCGP is looking for an enthusiastic and experienced professional with a proven track record of providing leadership in developing, coordinating and implementing economic development strategies.

The CEO will play a significant leadership role within the Erie community. The ideal candidate will be able to develop and lead his/her direct team as well as a team of stakeholders toward a common goal and do so through a collaborative style of leadership.

The CEO must be a self-starter with the initiative, ability, and social intelligence to put the strategies and tactics in place to achieve the objectives of the ERCGP. He/she must work at the highest level of integrity, honesty, and openness and be effective at engaging stakeholders.

The ideal candidate must have a proven track record of success and may come from a variety of backgrounds such as the top executive of an economic development organization, a progressive comparably-sized chamber of commerce, or related significant business association; experience as a

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"second in command" or other senior-level executive at a larger like-enterprise as noted above; an executive with a strong record of community involvement from a complex private or public-sector entity.

KNOWLEDGE AND EXPERIENCE

- Communication (strong communicator with internal and external audiences including ERCGP business members and prospects, Board of Directors, government representatives, staff, members of the media and the public. Demonstrates the ability to develop and make effective presentations; excellent listening skills).
- Collaborative relations (demonstrated track record of developing effective partnerships among all sectors, from large companies to entrepreneurs, from city to state governments, from related business organizations to higher education).
- Economic/business development (has worked collaboratively with established public sector delivery systems and private sector resources to effectively promote the business growth of a community, county or region).
- Fiscal management (demonstrated ability to manage financial affairs of an organization; i.e., develop revenue sources and control expenditures to preserve financial stability).
- Resource development (experience with varied successful revenue generation activities including development programs, capital campaigns, publications and advertising, special events, dues and non-dues revenue campaigns).
- Planning and execution (has developed and implemented both operational and strategic plans; results over time have demonstrated successful execution of plans).
- Executive management (strong staff leadership and human resource development; track record of hiring successful team members; has effectively led a complex organization).
- Government relations (experience in the process of local, state, regional and national government and government organizations; has developed effective working relationships with elected/appointed officials and their staffs).
- Project management (has successfully led multiple high priority projects; ability to delegate effectively yet circle back to ensure successful completion).
- Board relationships (significant involvement with Board development and recruitment, governance issues and Board of Director interactions).
- Small business (programmatic success of serving small business enterprises and working with entrepreneurs).
- Membership development (has actively promoted an organization; track record of membership development, retention, increased value and appropriate expansion).
- Media/public relations (ability to effectively articulate goals, objectives, and policy positions of ERCGP to the media and the community at large).
- Volunteer organization experience (appreciates the value of voluntary organization structure and operating techniques; proven ability to motivate and utilize staff and volunteers).
- Varied industries (interactions with executives and owners of diverse industries including manufacturing, service, insurance, education, healthcare, transportation/logistics, retail, tourism).
- Educational institutions (demonstrated collaboration with leaders of public school systems and private institutions along with technical schools, colleges, and universities).
- Community/regional development (able to identify both local and regional issues and effectively manage interactions with regional organizations to achieve common goals).

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- Sales orientation (ability to market and promote the ERCGP, Erie County, and region; work closely with Chamber division sales team).

SELECTION PROCESS

Candidates for this position will be evaluated by Jorgenson Consulting. Only a limited number of the most highly qualified applicants meeting the requirements will be invited to participate in the interview process. For consideration, please submit a letter of interest and résumé to Todd Jorgenson or Dianne Reid at ERIE@jci-inc.net

REFERENCES AND BACKGROUND INFORMATION

There will be an extensive background and reference check of candidates. Once strong mutual interest has been established, candidates are asked to provide a list of references that should include, but not be limited to, a supervisor, a peer, a development client and a subordinate, as applicable. Candidates will be asked to sign an authorization to release information for the purpose of the background investigation, which may include verification of education, credit check, criminal and driving records. Should an offer be extended prior to the completion of these checks, the offer will be made contingent on the successful completion of the reference and background checks.

Erie, Pennsylvania

Located in the northwestern corner of Pennsylvania on the shores of Lake Erie, the city of Erie is the state's fourth largest behind Philadelphia, Pittsburgh and Allentown. Conveniently located off Interstates 79, 90 and 86, Erie is in proximity to major metropolitan areas of Cleveland, OH (100 miles to the southwest), Buffalo NY (95 miles northeast) and Pittsburgh, PA (125 miles south).

Once known primarily for its large industrial base, a more diverse economic mix of business and services is taking hold. While retaining its solid manufacturing presence, Erie is an emerging center for health care, higher education, insurance service and tourism. Among the area's largest employers are Erie Insurance Group, GE Transportation Systems, Lord Corporation, UPMC Hamot, Scott Enterprises, Gannon University, St. Vincent Hospital and Plastek Industries.

EDUCATION AND EXPERIENCE

Candidates must possess at a minimum a Bachelor's Degree in Business Administration, Economics, Public Administration, or a related field from an accredited college or university (Master's degree preferred) and at least ten years of senior-level development experience in directing the implementation and packaging of multi-million dollar private and public/private development and/or redevelopment projects.

If currently serving in a similar organization, a graduate of the U.S. Chamber's Institute for Organization Management, Certified Chamber Executive designation or Certified Economic Developer designation is desirable.

COMPENSATION

Salary will be competitive and commensurate with experience and qualifications.

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Erie is a mid-sized city that offers a variety of cultural, historical and recreational attractions. Erie's location along the shores of Lake Erie provides a plethora of outdoor activities throughout the year as residents and visitors enjoy numerous outdoor spaces such as the beautiful Presque Isle State Park with seven miles of beaches. In addition, the Port of Erie is an important economic development driver in the region. Erie's expansive waterfront includes an amphitheater and acres of surrounding parkland which hosts numerous art and music festivals. Docks and marinas are abundant providing ample fishing and boating opportunities.

Erie offers many arts and entertainment options, including theater, dance, museums and numerous shopping alternatives. Sports enthusiasts can choose from a number of semi-pro and professional sports teams, including the Erie SeaWolves AA baseball (affiliate of Detroit Tigers), Erie Otters hockey (Ontario Hockey League) and the Erie Bayhawks (NBA Development League).

Erie offers outstanding education options for its residents. The region is home to five universities and colleges: Edinboro University, Gannon University, Lake Erie College of Osteopathic Medicine, Mercyhurst University and Penn State Behrend. Numerous choices for K-12 education include a wide selection of private school and academies in addition to 21 public schools.

For more information about Erie, see www.eriepa.com www.visiterie.com or www.goerie.com.