



The First Source for Nonprofit Leaders SINCE 1963



Position Guide

Chief Executive Officer

www.metro-community.org



POSITION: Chief Executive Officer

REPORTS TO: Board of Directors

LOCATION: Flint, Michigan

VISION STATEMENT

Partnering to Build Strong, Vibrant Communities

MISSION

Metro Community Development serves as a catalyst, committed to excellence through effective partnerships, advocacy, economic and community engagement, and community development through the provision of financial products and development services to economically distressed populations, to promote stable vibrant communities.

VALUES

*We are flexible and compassionate.
We are committed to the highest standards of quality.
We demand integrity in all our endeavors.*

About Metro Community Development (MCD)



In 1992, the concerted housing revitalization efforts of community leaders, nonprofit representatives, government leaders, local lenders and businesses, with assistance from C.S. Mott Foundation, led to the creation of Metro Housing Partnership. Metro was to serve as the housing and community development intermediary in Flint and Genesee County with a focus on providing technical and financial resources, creating public and private partnerships, and leading to the creation of stable neighborhoods and communities. In 2009, Metro Housing Partnership, Inc. changed its name to Metro Community Development, encompassing all of MCD's activities and better reflecting everything that Metro accomplishes.

MCD engages in the following three areas to drive a holistic approach to the organization's mission and to determine how MCD's various financial products and development services align with the short-term and long-term goals of the organization.

Asset Development reflects the purpose of MCD at the level of an individual. Asset building products and services include the IDA (Individual Development Account) program, micro loans, enterprise loans, affordable housing loans, foreclosure prevention, reverse mortgages, down payment and closing cost assistance, and any individual microlending that occurs. When using the term "asset" in this context, the continuum is not only describing wealth creation for individuals but also is considering the role that the individual plays in maintaining stable communities. As a result of MCD's efforts in 2016/17, 16 new business loans totaling \$772,000 in new investment were awarded which provided jobs for 58 people. MCD's total portfolio of business customers had revenues of \$22.8 million based on their 2016 tax returns.

The **Community Development** portion of the program continuum describes the purpose of MCD at the neighborhood level and the types of programs it provides to create vibrant communities. Some of the programs that showcase MCD's work at the neighborhood level include the following: Fiduciary services to block clubs, neighborhood organizations, and small non-profits; youth apprenticeships, work force development, intervention and



evaluation programs; and neighborhood planning, planning for sustainable communities, and loans to developers whose projects add to the standard of living within that community. In 2016/17, MCD received a \$1.1 million grant to continue its successful YouthBuild education and job training program, which to date has served more than 400 participants and has graduated more than 280 students. The Community Development portion of the continuum ties the individual to the end result of stability and development. In 2016/17, MCD received \$2 million to continue the planning and implementation of Supportive Housing in Genesee County. In light of the current, ongoing water crisis in Flint,

MCD has established a 'Flint Water Fund' to assist Flint residents with water bill assistance, residential plumbing replacement & water filters, and water purchase.

The third area along the continuum of MCD services is **Housing Development**, to focus on development of affordable housing for low-income families and seniors and work force housing for working families. This portion of the continuum also includes partnering or developing mixed income housing coupled with commercial development for neighborhood revitalization. For more than twenty-two years, MCD has played a critical role in being a fiduciary to federal and state programs for development of sustainable affordable housing through a partnership with non-profits in Flint and Genesee County.

THE OPPORTUNITY

Once the home of General Motors, Flint, Michigan was the second-largest city in Michigan with a thriving economy and more than 200,000 residents. At its peak, General Motors employed approximately 80,000 individuals from the Genesee County that includes and surrounds the City of Flint. In the late 1990s, however, General Motors began to pull out of Genesee County, and less than 30 years later, the company that once served as the

area's major economic engine now employs fewer than 7,000 residents. Amid the ensuing economic crisis, Metro Community Development was established to serve as a catalyst for revitalization through housing and community development.

During the past few years, Metro Community Development has been able to double its lending portfolio and increase its portfolio of loans to women- and minority-owned businesses. MCD has established a strong reputation and high credibility by tending not only to housing and business development, but also to development of a skilled work force and development of assets at the individual level, such as personal resiliency and people's ability to remain securely in their homes.

The next CEO will have the opportunity to continue programmatic priorities such as small business lending, financial literacy, homeownership education and assistance, development of sustainable affordable housing, neighborhood revitalization, partnership development, and eradicating homelessness. Metro Community Development is the only Community Development Financial Institution within an eight-county region. It is also a NeighborWorks affiliate organization, an SBA approved intermediary for microloans and Community Advantage loans, and a member institution of the Federal Home Loan Bank of Indianapolis. The next CEO has the opportunity to expand MCD's impact by assertively focusing on lending activity and economic development in and beyond Flint and by continuing to stabilize home ownership within the city. Further, the next CEO will be able to share and advance the vision of reducing MCD's dependence on government grants through expansion of fee revenue.

In November 2017, the Board of Directors adopted a three-year strategic plan which outlines the following three strategic goals:

- *Increase visibility in the marketplace by expanding small business development, microlending, and homeownership activity;*
- *Align staffing and infrastructure to support growth;*
- *Expand resources including grant and fee income to support growth and sustainability.*



POSITION SUMMARY

The CEO reports to a 15-member Board of Directors and oversees a staff of 22, an operating budget of \$3.6 million, and total assets of approximately \$10 million. Reporting to the Board of Directors of Metro Community Development, the Chief Executive Officer is the catalyst and leader of the strategic direction of MCD in a challenging yet worthwhile, collaborative and rewarding environment. The CEO is responsible for developing and executing the goals, objectives and policies of MCD through the executive leadership team for the benefit of those individuals and communities served by the organization. The CEO sets the tone for the organization's relationships with its partners, employees, and community members by means of clear, consistent and compassionate communication about the mission, vision and activities of MCD. The CEO plays a major role in overseeing the success of internal operations and continued fiscal strength, managing and growing external relationships with program partners and generating outside funding and donations.

CANDIDATE PROFILE

Metro Community Development seeks a focused, accomplished leader with a strong record of public service and business leadership and with a *vision* of how Metro Community Development can continue to solidify its brand and impact on businesses and communities in Flint, as well as in Genesee and surrounding counties.

Because of its role as a community development financial institution and as an affiliate of NeighborWorks, MCD seeks a leader with a vision and skill that has been gained from a professional career in housing or property development, finance, banking, community development, public administration or other related fields. He or she must have a deep appreciation for the unique challenges and opportunities that the City of Flint, Genesee and surrounding communities have to offer. Similarly, the next leader must have a commitment to building and supporting the assets of both the community at large as well as of community residents at the individual level.

The ability to nurture an organizational culture that is grounded in shared vision, vibrant in teamwork, and supported by mutual respect and shared ownership must be demonstrated. This person must have a sensitivity and commitment to the communities of Flint and Genesee County and the ability to model cultural humility along with a deep understanding of diversity for staff, board, and the community.

Proven leadership in bringing passion, vision, direction, business discipline and inspiration to an organization is required. The qualified candidate must have exemplary listening and other interpersonal skills manifested through servant leadership, open-mindedness, and productive relationship building among internal and external stakeholders. He or she will have demonstrated the ability to lead a culture of high accountability while also demonstrating a calm demeanor, empathy and compassion. He or she must be comfortable and effective in a variety of roles and settings, from negotiation and communication with funders and government officials to interactions with individuals in need of assistance.

The person we seek is a strategic thinker with strong financial acumen. Senior-level executive leadership experience in addressing organizational and service-delivery challenges, using strong analytical skills as well as good professional judgment and decisiveness, must be demonstrated. Vision and experience in creating impactful, market-based programming will be especially valued.

The ideal candidate will be able to demonstrate fundraising success, as part of his or her responsibilities, through active solicitation of contributions from foundations and corporations and through development of a supportive, diverse board of directors. A career history as a dynamic written and oral communicator and proven capabilities to establish and maintain a presence within the funding community are highly desirable.

A bachelor's degree from a four-year accredited college or university is required; a master's degree in business, finance, planning or community development is preferred.

To apply, please send a current resume and letter of introduction to Kittleman & Associates, LLC at <https://www.kittlemansearch.com/news/current-searches/metro-community-development/>

For more information about Metro Community Development, please visit www.metro-community.org.