



Position Profile
Executive Director
McKinney Community Development Corporation
McKinney, Texas

McKinney Community Development Corporation

The McKinney Community Development Corporation (“MCDC”) is a 4B sales tax corporation whose purpose is to proactively partner with organizations who invest resources to enhance McKinney's aesthetic, cultural and leisure amenities. The MCDC was created in 1996 by the McKinney City Council and residents who recognized the need to set aside money for this important public service. The organization is funded by a half-cent sales tax imposed on the sale of items in the City of McKinney. For FY 2009, MCDC's annual budget was over \$8 million and is anticipated to be around the same amount for the 2009-2010 budget year.

The MCDC is restricted by state law (Development Corporation Act, 1979, and the Texas Constitution) as to what type of projects it can fund. Projects that meet appropriate guidelines are presented to the Executive Director, vetted by the corporate attorney to ensure guidelines are met, presented to and then voted on by the 7-member MCDC Board of Directors, all of whom are volunteers appointed by City Council and live within the city limits of McKinney. The McKinney City Council must approve all Board approved grants that exceed \$100,000.

The goals of the McKinney Community Development Corporation are:

- Develop and strengthen the physical amenities for recreational and leisure opportunities.
- Identify and develop quality communitywide focal points.
- Sustain and enhance the historic character of McKinney.
- Promote and encourage the safe and attractive image of McKinney.
- Fund economic development projects that will add value to McKinney.
- Support community social events that encourage community bonding and awareness

Over the past several years, the MCDC has funded a variety of community organizations and initiatives ranging from the City's Parks Department which currently receives 35% of the MCDC total budget, the Heard Natural Science Museum, The Dr. Pepper Stars Center at Craig Ranch, McKinney Performing Arts Center and partners with community non-profits including: Relay for Life, Boys & Girls Club, Red White and Boom and dozens of other entities. In addition, MCDC has also partnered with the McKinney Economic Development Corporation on related economic development initiatives. More information on the MCDC can be found on its website: www.mckinneycdc.org.

The organization's former Executive Director served in that capacity for over 5 years and left the MCDC in late 2009. The Board of Directors has now embarked on a national search to recruit a new professional leader for the organization.

McKinney, Texas

The City of McKinney is located 30 miles north of Dallas, and is recognized as one of the fastest growing and most unique cities in the United States. The community benefits from gently rolling hills, tree-lined neighborhoods, an historic downtown and beautiful parks, all of which are appreciated by McKinney's 122,000 residents, a population that has more than doubled since 2000 and placed McKinney in 2007 as the third fastest growing city in the nation. McKinney's unique character is the result of careful city planning that preserves its historic neighborhoods and natural environment while growing the city in a strategic way, with a diversified business base, quality of life amenities, natural open spaces, entertainment options, and one-of-a-kind developments that have kept its home-town charm alive, while



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adapting to enormous growth. In 2008, *Money* magazine ranked McKinney as the 14th best place to live in the country. McKinney serves as the county seat and is located in the center of Collin County. The County has a population of over 750,000 and includes McKinney's neighboring communities of Allen, Frisco and Plano.

The city's historic downtown square has 100+ unique shops, a dozen restaurants and the original Collin County Courthouse, now converted to the McKinney Performing Arts Center. In addition, new retail and restaurant establishments are located throughout the city's west side. McKinney has a variety of outdoor spaces including a 289-acre outdoor preserve and nature museum, bike trails, recreation areas and city parks. McKinney's 9 golf courses include the Tournament Players Club at Craig Ranch, the only PGA Tour-owned and -operated golf course in Texas, and a Pete Dye course at Stonebridge County Club. The Ballfields at Craig Ranch is a 14-field, 75-acre baseball, softball and physical-training complex and the adjacent McKinney Soccer Complex features 13 tournament-ready soccer fields.

The community offers outstanding education options with seven independent school districts serving McKinney including three high schools – McKinney High School, McKinney North High School and McKinney Boyd High School, which opened in 2006 – and there are private school options as well. Collin College has a McKinney campus which currently serves over 3,000 students. The school's Collin Higher Education Center is expected to open in Spring 2010 which will provide local students the opportunity to complete requirements for Bachelors, Masters and Doctoral degrees.

McKinney benefits from a diverse economy including a mix of retail, office and manufacturing. Leading employers include Raytheon, Blockbuster, Lattimore Materials, Encore Wire, Medical Center of McKinney, United American Insurance, Timber Blind Manufacturing and Simpson Strong-Tie. McKinney is also home to the nation's first LEED-certified automobile dealership, a "green" Wal-Mart super store, four environmentally friendly schools and the first privately developed, LEED-certified Platinum office building in the U.S.

The community is located an easy driving distance from Dallas and Fort Worth, where McKinney residents can take advantage of professional sports, other civic and cultural programs and proximity to the Dallas-Fort Worth International Airport.

For additional information on McKinney, please see the following websites:

- City of McKinney: www.mckinneytexas.org
- McKinney Economic Development Corporation: www.mckinneyedc.com
- McKinney Chamber of Commerce: www.mckinneytx.org
- McKinney Convention & Visitors Bureau: www.visitmckinney.com
- McKinney Independent School District: www.mckinneyisd.net
- Collin County: www.co.collin.tx.us

The Position

Location

The position is located in the McKinney Community Development Corporation offices at 321 N. Central Expressway, Suite 240, McKinney, Texas, 75069; telephone (214) 544-0296. The McKinney Economic Development Corporation is located in the same building.



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Reporting Relationships

The Executive Director (“ED”) of the McKinney Community Development Corporation reports to the Chair of the 7-member Board of Directors, all of whom are residents of McKinney and have been appointed to the Board by the McKinney City Council. A City Council liaison to the MCDC Board is appointed annually by the City Council and serves in an *ex-officio* capacity. The Board members serve two year terms and may serve a maximum of two consecutive terms. The Board has several standing committees and develops additional ones as needed. The Executive Director will supervise an Administrative Assistant.

Other important interactions include: city and elected officials and their staffs; representatives of other public and private sector partnership organizations; leaders of cultural arts and other nonprofit organizations in the community; education officials; members of the media; citizens.

Position Charter

The Executive Director (“ED”) is the chief paid administrative officer of the organization and responsible for all administrative and management functions and executing the mission of the MCDC. This individual is responsible to the Board of Directors and works with a wide constituent base from all kinds of organizations in the community.

Major Duties and Responsibilities include:

- **Planning:** In coordination with the Board, responsible for helping to identify community needs within the defined mission of the MCDC and preparing an annual plan designed to meet those needs. Work with the Board in conjunction with the organization’s Strategic Plan. This executive is also responsible for ongoing evaluation of and accountability for funded projects, with recommendations for changes and/or enhancements as needed, along with a system of measuring progress toward the attainment of the organization’s goals.
- **Budget & Financial Management:** In concert with the MCDC Board, develop and administer MCDC’s annual budget, demonstrating fiscal responsibility while relating the budget to organization goals. This includes working with City of McKinney financial staff in monitoring sales tax collections as well as MCDC allocations throughout the year. For the organization’s October 1, 2009 to September 30, 2010 fiscal year, the MDCD budget is approximately \$8.1 million.
- **Public and Community Affairs:** Represent MCDC at all appropriate meetings as necessary in serving at the pleasure of the Chair and Board of Directors. Represent MCDC as spokesperson detailing MCDC’s position at meetings of local, state and, as appropriate, federal government affairs meetings. Keep the Board apprised of legislative and policy initiatives that will impact MCDC. Serve as the chief spokesperson for MCDC and communicate the organization’s position and plans to the community at large.
- **Management:** Responsible for directing the work of MCDC staff and also informal leadership of other community volunteers involved in MCDC projects. Oversee management of the MCDC office.
- **Networking and Relationship Building:** Develop and maintain collaborative efforts to develop enhancing projects for the community. Accomplish this by fostering relationships and ongoing interaction with a wide constituency including:

Board of Directors: Earn and maintain the respect and confidence of the MCDC Board. Responsible for consulting with the Board Chair or Committee Chairs on meeting agendas, maintaining Board minutes and records, carrying out plans and programs of the Board, initiating programs for consideration by the Board, and advising the Board on all matters under consideration.. The Executive Director also serves as the Board’s representative in the community and with professional, public and civic organizations.



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Government Officials: Maintain strong communication and relationship with elected officials and their staffs, specifically at the City and County level, along with State of Texas, regional and national levels. At the City level, these roles include City Manager’s office, Parks Department, Public Works and all members of City Council. Play a key role in any advocacy efforts on behalf of the MCDC.

McKinney citizens: Through personal contacts with key community leaders, the ED helps shape the McKinney community, frequently called upon to relate MCDC projects and plans to the activities of all other groups and organizations that impact the quality of life of McKinney (business, educational, cultural, civic and spiritual).

The ED will take a proactive leadership role in local and regional issues, projects or community organizations to assure the presence and involvement of the MCDC that are helpful in accomplishing its mission.

Partner Organizations: Work to maintain and/or initiate effective working relationship with related organizations including the McKinney Economic Development Corporation, the McKinney Convention & Visitors Bureau, the McKinney Chamber of Commerce and other key partners including McKinney area ISDs, Collin College and cultural arts and human service nonprofit organizations.

Media: Serve as the official spokesperson of the MCDC to the public at large and to the local and regional print and electronic media.

- **Marketing:** Responsible for communicating projects, plans and successes of MCDC to the community through multiple forms of communication. Oversight of website content and updates, working with media on public relations initiatives, promotional literature and reports.
- **Fund development:** Obtain and maintain an in-depth understanding of the MCDC’s taxpayer funding and effectively communicate the case for continued support of MCDC. Serve as a resource to community organizations in their efforts to obtain additional grant funding by recommending additional foundations and donors for support as well as support the efforts of grant writing.
- **Other Duties:** Perform special projects and other tasks and duties as may be assigned from time to time by the Board of Directors.

Compensation

The Executive Director is expected to earn an attractive compensation package. Excellent benefits are provided through the City of McKinney. Some relocation assistance will be provided.

The Candidate

Education

A Bachelors degree in Business Administration, Marketing, Public Relations or related field is strongly preferred.

Professional Qualifications

The ideal candidate must have a proven track record of success and may come from a variety of backgrounds: service as an executive of a related community-focused enterprise such as a community development corporation, community or private foundation, nonprofit organization or economic development agency. Alternative experience could come from as a “#2” or other senior-level executive at a larger like enterprise as noted above; or an executive from a complex private or public sector entity.

Preferred Knowledge, Skills and Abilities

- **Management experience** (strong staff leadership and human resource development).
- **Planning** (has successfully developed and implemented both operational and strategic plans).



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- **Economic/community development** (has worked collaboratively with established public and nonprofit sector delivery systems and private sector resources to effectively promote the quality of life and growth of a community or region).
- **Government relations** (has developed effective working relationships with elected/appointed officials and their staffs).
- **Fiscal management** (demonstrated ability to develop and track budgets; management of the financial affairs of the organization).
- **Board of Directors** (experience reporting to, or serving in a meaningful way on, Boards of Directors).
- **Fund development** (familiarity with corporate and foundation funding processes; brings creative ideas to grant applicants on additional funding beyond MCDC).
- **Marketing orientation** (experience in promotional activities and marketing of an organization or community).
- **Community enhancement** (able to identify local issues and effectively manage interactions with related organizations to achieve common goals).
- **Entrepreneurial** (effective working in an environment of limited staff resources; takes seriously the role of proprietor of the organization).
- **Nonprofit experience** (background working in or serving in a Board capacity with nonprofit organization).
- **Communication** (strong communicator with all internal and external audiences).
- **Collaborative relationships** (demonstrated track record of developing effective partnerships among all sectors).
- **Media and public relations** (ability to effectively articulate goals, objectives of the MCDC to the media and the citizens of McKinney).
- **Public sector** (background of working closely with governmental bodies and their staff members).
- **Growing community** (experience in a high-growth community environment preferred).

Desired personal traits

- **Integrity** (honest; transparent; possesses the highest ethical and moral standards; straightforward).
- **Communicator/writing skills** (good listener; excellent written and oral communication skills).
- **Leadership** (possesses breadth, presence, vision; can manage and motivate others in the community;).
- **Proactive** (initiates discussions and ideas in the community).
- **Problem solving skills** (able to evaluate issues and develop alternative solutions).
- **Public speaking** (successful presenter in both extemporaneous gatherings or formal speeches)
- **Visibility** (highly visible and active in the community).
- **Interpersonal skills** (personable; can relate to people of diverse backgrounds; socially adept).
- **Vision** (a forward thinker; able to envision “the big picture” and lead the organization and community toward strategic goals and ideas).
- **Work ethic** (genuinely enthusiastic and energetic; brings “roll up the sleeves” attitude; understands the role goes beyond a 40 hour work week).
- **Collaborative** (demonstrates a willingness and ability to work with and through others).
- **Creative** (imaginative; provides ideas and serves as a catalyst for strategic thinking for the community).
- **Genuine** (sincere; even tempered; thoughtful).
- **Teamwork** (recognizes that many parties are necessary to accomplish big things; shares credit with others).
- **Management style** (empowers and holds staff accountable; mentor).
- **Credibility** (can command respect of Board, community leaders and citizens).
- **Consensus-building** (able to forge effective working relationships with various parties and encourage them to work together toward common goals).



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- **Organizational skills** (results oriented; meets established goals and objectives; able to multitask).
- **Executive presence** (polished; self confident).
- **Strategic thinker** (can plan for the future and also brings “outside the box” ideas).

Challenges and Opportunity

The projected first year accomplishments for the new Executive Director of the MCDC include:

- Establish presence as the MCDC’s leader and become completely familiar with all operating aspects of the organization including funding, projects, staff and Board members.
- Initiate formal and informal introductions and connections with community leadership in McKinney through varied communications and in-person gatherings and meetings.
- Proactively form effective working relationships with key leaders of City, business, partners and nonprofit organizations. Be recognized as one of the most well known leaders in the community.
- In concert with the Board, evaluate the strategic direction of the MCDC through the review of and development of strategic, operational and budgetary plans.

The Executive Director position of the McKinney Community Development Corporation is an outstanding opportunity. The organization is well funded at the present time and the Board is excited about the next Executive Director taking a proactive stance in seeking out continued and new opportunities to fulfill MCDC’s mission and impact the quality of life in this unique community. The Board is expecting the next Executive Director to be or to become a resident of McKinney along with becoming invested in the community as a leader and volunteer.

Contacts

We fully respect the need for confidentiality of information supplied by interested parties and ensure them that their background and interests will not be discussed with anyone, including our client, without prior consent. Reference contacts will not be made until mutual interest has been established. The client organization we represent and WAVERLY PARTNERS firmly support the principle and philosophy of equal opportunity for all individuals, regardless of race, religion, sex, age, national origin or disability. The MCDC will require a pre-employment drug screen on any finalist candidate(s).

If you are aware of an outstanding executive who meets these requirements and would be interested in evaluating this dynamic opportunity, please contact WAVERLY PARTNERS, the executive search firm retained by the MCDC Board on this search. Interested candidates should send a resume/CV in confidence to MCDC@Waverly-Partners.com or contact:

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WAVERLY PARTNERS, LLC
Executive Search Consultants

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