



Position Profile
President & Chief Executive Officer
Northern Kentucky Tri-County Economic Development Corporation
Ft. Mitchell, Kentucky

The Opportunity

The Northern Kentucky Tri-County Economic Development Corporation (“Tri-ED”) in Ft. Mitchell, Kentucky (just south of Cincinnati) is seeking a dynamic leader to become its next President & Chief Executive Officer. The new CEO will work with an engaged Board and committed staff to drive Tri-ED’s current mission to build a world class economy in Northern Kentucky through the expansion of existing businesses and creation and attraction of high quality employers. The new CEO will bring a sense of business urgency to the role and elevate the visibility and functioning of a well-funded, growth organization. Tri-ED’s \$2+MM annual budget is in large part generated through a unique arrangement via fees from rental car customers of the Greater Cincinnati/Northern Kentucky International Airport.

The organization seeks to accomplish its current mission through:

- Recruiting domestic and international business to Northern Kentucky;
- Business retention and expansion activities;
- Supporting entrepreneurs and growth stage companies;
- Location enhancement activities to ensure an attractive business climate for investment;
- Business development, growth strategy, funding sources assistance and support for innovative companies through UpTech, the data-driven business accelerator;
- Partnering and leveraging alliances and relationships with other economic development-related entities in the Greater Cincinnati region; and
- Helping evolve the Northern Kentucky workforce and talent pipeline.

The new CEO will oversee and manage all aspects of the organization, with a particular focus on enhancing awareness of the region’s well developed and supportive ecosystem for established companies and growth-stage organizations; development of plans to enhance the infrastructure and networks needed for companies to flourish; and increasing national awareness of the region’s vibrancy and vitality for business endeavors.

The selected candidate will function as the chief strategist, innovative thinker, and collaborative team leader and lead overall program development, fund raising, and messaging. The CEO will have the opportunity and responsibility to bring his/her vision to Tri-ED and then implement necessary structural and organizational changes and reshape/fine-tune the mission of Tri-ED, as appropriate. As part of an on-going strategic planning process, the CEO will put into motion economic development initiatives to enhance business creation, expansion, retention and attraction and deliver the message that Northern Kentucky is an exceptionally attractive places for businesses to grow and prosper.

Northern Kentucky Tri-County Economic Development Corporation

Northern Kentucky Tri-ED was created as a nonprofit corporation in 1987 under the auspices of the Fiscal Courts in Boone, Campbell and Kenton counties and the Northern Kentucky Chamber of Commerce. As the first regional economic development organization formed in the State of Kentucky and now with more than 30 years of experience, Tri-ED serves as the primary economic development and marketing agency for Boone, Campbell and Kenton counties in Northern Kentucky. Tri-ED blends public and private funds to enhance the business climate in and foster regional cooperation among these counties. Tri-ED’s regional connections and experience make it an essential first point-of-contact for businesses interested in locating or expanding in the region. It markets and promotes Northern Kentucky on a national and international basis as a desirable location for new or growing businesses, and assists existing local companies expand operations and grow their business.

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Since 1987, more than 670 businesses have located or expanded in Northern Kentucky, announcing more than 67,000 new primary industry jobs and capital investment of over \$8BB. Some major recent announcements include: Amazon PrimeAir (\$1.49BB and 2000+ jobs); Kroger Co. (\$60MM and 100 jobs); Perfetti Van Melle USA (\$11MM and 70 jobs); CTI (\$36MM and 500 jobs).

Tri-ED is governed by a 25-member Board of Directors (17 voting, 8 *ex officio*) comprised of representatives from the public, private and not-for-profit sectors including the county judge executive from each of the three counties; corporate and other business leaders from each county; the heads of the Cincinnati-Northern Kentucky Airport, and Northern Kentucky University, the Secretary Treasurer of Tri-ED, as appointed by the Board; one appointee from the Northern Kentucky Regional Alliance; current and immediate-past Board chairs of the Northern Kentucky Chamber; and one appointee from the Tri-ED Economic Development Foundation. The Board's 8 *ex officio* members are all active contributors to the community.

The previous President & Chief Executive Officer served Tri-ED for over 25 years and recently left the organization. The Board of Directors has now embarked on a national search to recruit a new CEO who will guide Tri-ED and continue to lead its significant economic development leadership activities in Northern Kentucky and the Greater Cincinnati region.

For more information, visit the Tri-ED website: www.northernkentuckyusa.com

Northern Kentucky and the Greater Cincinnati region

Northern Kentucky is comprised of Boone, Kenton, and Campbell counties and is located where the Midwest meets the Southeast, just across the Ohio River from Cincinnati. Northern Kentucky is home to over 400,000 people and the rapidly growing Cincinnati/Northern Kentucky International Airport (direct flights to 61 cities and recently named the best regional airport in North America), The area is a key part of the 15-county Greater Cincinnati region, a thriving metro market with a population of 2.1 million people and headquarters for multiple Fortune 500 companies, an expanding entrepreneurial ecosystem, professional sports teams, major arts and cultural institutions, prominent public and private universities, and nationally-recognized restaurant, craft beer and live music scenes.

Northern Kentucky also celebrates its own identity around supportive communities, historic neighborhoods, and Kentucky's famous bourbon and horse culture. The area has become a relocation destination for Cincinnati area millennials seeking an affordable, eclectic living environment minutes from downtown Cincinnati. The 3 Counties and their largest communities are on the banks of the Ohio River with breathtaking views of downtown Cincinnati and a culture experiencing an urban renaissance of its own, with acclaimed restaurants in Mainstrasse, one of the most unique and recognizable dining districts throughout the metro area. Housing is a unique blend ranging from newly developed condos to historic homes.

Key industries in this region where Northern Kentucky, Southwest Ohio, and Southeast Indiana meet include automotive manufacturing, aerospace manufacturing, financial services, food & flavor, life sciences, and logistics technology. Top employers in the area include Fidelity Investments, Amazon.com/Amazon Prime Air, Citi, DHL, Mubea, Robert Bosch Automotive Steering, Cengage Learning, Mazak, Pomeroy, Convergys, Tyson Foods (Hillshire Brands), Fives Machining Systems, and St. Elizabeth Healthcare.

The Northern Kentucky region offers an outstanding quality of life based on education, affordable homes, an increasingly diverse population and green space. There are numerous choices for K-12 education including outstanding public and private schools in the area. Arts and culture include galleries, community festivals, restaurants, museums and theatre venues. Northern Kentucky is also home to beautiful parks, golf courses, and exciting Division I athletic contests at Northern Kentucky University. Residents also benefit from excellent health care facilities, and shopping options at national retailers and unique local boutique shops.

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Northern Kentucky and the Greater Cincinnati region have been recognized for its favorable business climate and quality of life. More information on Northern Kentucky and the Greater Cincinnati region can be found on the following websites:

- Northern Kentucky Chamber of Commerce: www.nkychamber.com
- Northern Kentucky Convention & Visitors Bureau: www.meetnky.com
- Boone County: www.boonecountyky.org
- Campbell County: www.campbellcountyky.org
- Kenton County: www.kentoncounty.org
- Cincinnati/Northern Kentucky International Airport (CVG): www.cvgairport.com
- REDI Cincinnati (regional marketing organization): www.redicincinnati.com

The Position

Location

The President & Chief Executive Officer position is located at the Tri-ED offices at 300 Buttermilk Pike, Suite 332, Ft. Mitchell, Kentucky, 41017; telephone: 888.874.3365.

Reporting Relationships

The President & Chief Executive Officer (“CEO”) of Tri-ED reports to the 25-member Board of Directors (includes 6-member Executive Committee and 8 *ex officio* members). The CEO is an *ex officio* member of both the Executive Committee, which meets monthly, and the full Board, which meets quarterly. The CEO also works closely with the 9-member Tri-County Economic Development Foundation (“Tri-EF”) and serves as the Secretary-Treasurer of the Northern Kentucky Port Authority (“NKPA”).

The CEO will lead the Tri-ED staff, which currently includes Senior Vice President-Business Development, Senior Vice President-High Growth Entrepreneurship, Director-Business Retention & Expansion, and Commercialization Director/UpTech Program Director. The organization has several open positions and the CEO will have the latitude to recruit and develop additional staff members.

Other important interactions include: executives and employees of Tri-ED funding partners, investors and customers; elected/appointed officials and their staffs at the township and city, county, state and Federal level; owners/executives of businesses with operations in Northern Kentucky and the broader region; representatives of target and prospect businesses domestically and internationally; representatives and leaders of other community, business and academic organizations in Northern Kentucky and the region; venture capitalists, business incubator and others involved in start-up activities in the community; economic development consultants; members of the media; and the public at large. In order to be effective in the performance of his/her duties and develop relationships in the community, it is preferred that the new CEO will reside in the Northern Kentucky region.

Position Charter

The President & Chief Executive Officer (“CEO”) is responsible for the overall leadership and management of Tri-ED, Tri-EF, and NKPA’s principal activities under broad policy guidelines of the respective Boards of Directors. This executive directs all planning and program implementation for carrying out Tri-ED’s objectives and is accountable for the effective and efficient operation of the Tri-ED organization, including fiscal management. The CEO position has a strong external focus, serving as a key spokesperson and advocate for the business community. The CEO serves as a leader and ambassador for Northern Kentucky and the region by working closely with the Board of Directors, the leadership of other public and private sector organizations, and key government, legislative and business leaders.

- **General Responsibilities**

- Assist the Boards of Directors in the development of a program of work for Tri-ED and a vision for Northern Kentucky.

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- Responsible for the implementation and coordination of all policies, and activities of Tri-ED and its affiliates as authorized by the Boards of Directors;
- Monitor the effectiveness of activities in the program of work; recommend and/or implement new or modified activities;
- Management of Tri-ED's general administrative activities, including but not limited to finances; record keeping; maintenance of office facilities; public and member relations; funding development; and committee activities.
- **Economic Development:** Develop and manage a comprehensive economic development program for Northern Kentucky to achieve its overall goals and mission. Assist with the expansion of existing or recruitment of new industry to Northern Kentucky and/or the region along with the creation of new jobs and capital investment through the creation of new businesses.
- **Relationship Management:** Responsible for developing and maintaining relationships and partnering with a broad constituency including:
 - **Prominent Entities:** Engagement with the growing and dynamic companies already invested in the region.
 - **Boards of Directors:** Responsible for preparing meeting agendas, carrying out approved plans and activities in accordance with established policies, serving as representative of the Boards of Tri-ED and Tri-EF for all contacts with staff, initiating programs for Boards' consideration, and advising members on all matters under consideration.
 - **Government Officials:** Maintain strong communications and relationships with elected and appointed officials and their staffs in Northern Kentucky, and other municipalities, communities and counties throughout the region. Play a key role in advocating for the continued economic expansion of Northern Kentucky by maintaining a high level of communication with officials at the Commonwealth of Kentucky and Federal levels.
 - **Regional Marketing Partners:** Maintain effective working relationships with organizations within the state and region such as REDI Cincinnati and Kentucky Cabinet for Economic Development, particularly for international marketing efforts. Regularly convene or collaborate with other economic development organizations, area chambers, and key volunteers.
 - **Education and Workforce:** Continue to foster relationships with representatives of higher education institutions, school districts and workforce development partners.
 - **Community:** Through personal contacts with key regional and community leaders, help shape the future direction and well-being of Northern Kentucky and the region. Take a strategic and sometimes personal leadership or volunteer role in local and regional issues, projects, or community organizations to assure presence and involvement of Tri-ED to accomplish its mission.
 - **Media:** Serve as the official spokesperson of Tri-ED with print and electronic media outlets.
- **Tri-ED Staff:** Responsible for the employment, supervision, evaluation, training and leadership of all staff. Assure that staff members are prepared to successfully implement programs, and pro-actively provide information to Tri-ED's constituencies. Foster a daily working environment that values ethics and teamwork. Ensure the highest levels of customer service.
- **Communication:** Act as the chief spokesperson for Tri-ED and clearly communicate the organization's position and vision on economic development issues and opportunities in Northern Kentucky and the region. Facilitate open discussion and understanding among affected constituents. Serve in a highly visible role as a speaker to various Northern Kentucky and regional organizations to continuously keep Tri-ED and its mission relevant. Position Tri-ED as a leader and positive influencer of the future economic direction of the Northern Kentucky and the region. Maintain active marketing and communication efforts and a strong public relations program.
- **Fiscal and Administrative Management:** Develop Tri-ED budget and relate the budget to program goals and maintain responsibility for all expenditures within the framework of a \$2.5MM budget. Present financial statements to the Executive Committee and Board; ensure that financial records are audited annually.
- **Strategic and Annual Planning:** Work with the Executive Committee, Board, and staff to develop and annually update Tri-ED's operational and strategic plans that provide direction for the long-term activities of Tri-ED and for the long-term allocation of resources.
- **Fundraising:** Play a partnered role with fundraising strategies.
- **Other Duties:** Perform other tasks and duties as may be assigned from time to time by the Board.

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Compensation:

The President & Chief Executive Officer is expected to earn an attractive compensation package; appropriate benefits and some relocation assistance will be provided.

The Candidate

Education

A Bachelor's degree is required; an advanced degree in business, law, public administration or related discipline is preferred.

If a candidate is coming from a current role in economic development leadership, then a demonstrated commitment to continued professional development is valued.

Professional Qualifications

The ideal candidate will have experience in a broad leadership role focused on economic development in a complex market. He/she could come from a variety of business leadership roles: the top executive of an economic development focused organization such as a complex municipal, countywide or regional economic development organization or a large chamber of commerce; a “#2” or other senior-level executive within an organization as noted above; a leader from a private sector business; a public sector organization such as a growing municipality or county. The successful candidate will have the ability to quickly gain credibility with and the confidence of the Northern Kentucky and regional business, political, education and community leadership. A successful track record of progressively responsible career growth and specific experience working with both the public and private sectors is important.

Preferred Knowledge and Skills

- **Economic development** (has coordinated with public sector delivery systems and private sector resources to effectively promote the economic development of a community, county or region).
- **Redevelopment experience** (demonstrated success in leading urban core redevelopment; transitioning real estate product; possess ability to identify and pursue federal, state and private funding).
- **Public/private relationships** (demonstrated track record of developing effective partnerships between the public and private sector).
- **Board relationships** (experience with governance issues and Board of Director interactions).
- **Leadership experience** (strong human resource and staff development skills; can effectively coach, mentor and empower a staff and create a team focus).
- **Entrepreneurial/small business** (programmatic success of serving start up enterprises and small business and working with entrepreneurs).
- **Industry knowledge** (current in economic development trends including financing tools, governmental planning, zoning, economic development and redevelopment).
- **Established contacts** (has developed and maintained regional connections with business, government and other public-sector organizations; has fostered relationships with real estate development professionals).
- **Strategic planning** (adept in refining the mission and focus of an organization and then developing and implementing tactical and strategic plans to fulfill that mission).
- **Varied industries** (experience within a business environment with diverse industries including technology, higher education, services, manufacturing, agriculture, healthcare, tourism).
- **Financial acumen/management** (experience in various financial tools including lines of credit, TIF and other economic development incentives; able to manage Tri-ED financial affairs; good investor relations).
- **Educational institutions** (demonstrated collaboration with leaders of public and private secondary and technical schools and colleges and universities).
- **Workforce development** (experience in community and regional interconnected solutions to meet employment needs through training, education, career paths and workforce learning).

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- **Technology** (knowledgeable and proactive in understanding current technology and social media and its role in driving business development and supporting staff productivity).
- **Regional familiarity** (experience in Northern Kentucky or Southwestern Ohio helpful but not required).
- **Fundraising** (experience with successful resource development activities and campaigns).
- **Media/public relations** (ability to effectively articulate goals, objectives and accomplishments of Tri-ED to the media and the community).

Desired Personal Traits:

- **Leadership** (a take charge individual; can manage, motivate, challenge and delegate to others).
- **Executive presence and strength** (polished; self-confident; sets limits and boundaries).
- **Strategic thinker and visionary** (can see beyond daily operations toward broader strategic goals; “the big picture” and energize others to share his/her vision of the future opportunities and outcomes).
- **Ethical** (person of good character and integrity; and adheres to the highest ethical and moral standards).
- **Energetic** (pro-active; a self-starter; genuinely enthusiastic; strong personal work ethic).
- **Communication skills** (excellent listener; outstanding written and oral communication abilities; strong presentation skills;).
- **Deal orientation** (experience in marketing and selling a community, county or region; effective negotiation skills).
- **Fair and analytical** (can collect, analyze and apply data to various economic development and redevelopment projects and appropriately structure deals for the mutual benefit of all parties).
- **Savvy** (possesses the confidence, perception and know-how to maneuver through complex situations effectively and with finesse).
- **Collaborative** (demonstrates a willingness and ability to work with and through others; diplomatic).
- **Teamwork** (recognizes that many parties are necessary to accomplish big things; speaks of “we” first, not “I”; relishes in sharing credit with others).
- **Externally focused** (able to structure staff so core focus is set on strategy and community interaction).
- **Human relations skills** (relates well to people; builds constructive and effective relationships; tactful).
- **Organizational skills** (results oriented; sets clear priorities and meets established goals and objectives).
- **Entrepreneurial** (takes initiative; a proactive person who demonstrates leading edge thinking).
- **Adaptable/flexible** (able to adjust quickly to fluid and complex situations).
- **Multitask/focus** (can manage and carry out multiple and complex assignments).
- **Confidence/credibility** (can earn and command the respect of Board, staff, business, government and community leaders).
- **Persuasive** (synthesizes various viewpoints and mobilizes support to accomplish key projects and objectives; can effectively broker deals).
- **Sense of humor** (genuinely light-hearted; able to enjoy life and see the humor in sometimes difficult situations).
- **Regional sensibility** (has or able to develop an appreciation for Northern Kentucky culture and ways of doing business).

Challenges and Opportunity

Key accomplishments and challenges for the new President & Chief Executive Officer in the first year and beyond include:

- Establish his/her presence as Tri-ED’s CEO by immersing him/herself into the details of the day-to-day operations of Tri-ED and becoming knowledgeable about the work of its staff, finances, current initiatives, Board members.
- Initiate formal and informal introductions and connections with Tri-ED’s partners and investors along with key industry leaders through varied communications and in-person meetings.

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- Embrace and articulate Tri-ED’s ongoing vision. Work collaboratively with the Board, staff and partners to evaluate the strategic direction and efficiency of Tri-ED and offer his/her vision for possible short and long-term changes along with metrics associated with its success.
- By listening and observing, form effective working relationships with key municipal, county, state and national government leaders, entrepreneurial business owners and corporate executives, economic, community and tourism partner organizations, college and other educational officers and leaders of cultural arts entities.
- Continue the forward progress of business development efforts with particular emphasis on pro-active retention and expansion efforts of not only Northern Kentucky based companies but also those with out-of-town headquarters.
- Work to proactively seek new business recruitment opportunities and develop a strong and ongoing prospect pipeline.

The President & CEO position of Tri-ED is an outstanding opportunity for an economic development, chamber, municipal leader or private sector executive to lead a well-respected organization committed to the success of the business sector and overall economy and quality of life in Northern Kentucky and the Greater Cincinnati region. The next Tri-ED CEO needs to be assertive in working with and partnering with area business executives, education leaders, and government officials in a number of decisions critical to the continuing growth and prosperity of Northern Kentucky. The new executive will work with an engaged and committed Board of Directors and professional colleagues on the staff, who are eager to move Tri-ED’s objectives forward. Tri-ED is not content with status quo and have high expectations for Tri-ED’s new leader as he/she leads them into “the next chapter” for Tri-ED, the Northern Kentucky business community, and the region’s continued growth and development.

Contacts

If you are aware of an outstanding executive who meets these requirements and would be interested in evaluating this dynamic opportunity, please email Tri-ED@Waverly-Partners.com or contact either consultant at WAVERLY PARTNERS, the executive search firm retained by Tri-ED Board on this search.

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