

MARCH 20
22

ARKADELPHIA ALLIANCE

CEO SEARCH



NEEDS ASSESSMENT AND JOB DESCRIPTION

arkadelphiaalliance.com

THE
PACE
GROUP

THREE

Organization Profile

FOUR

Needs Assessment

SEVEN

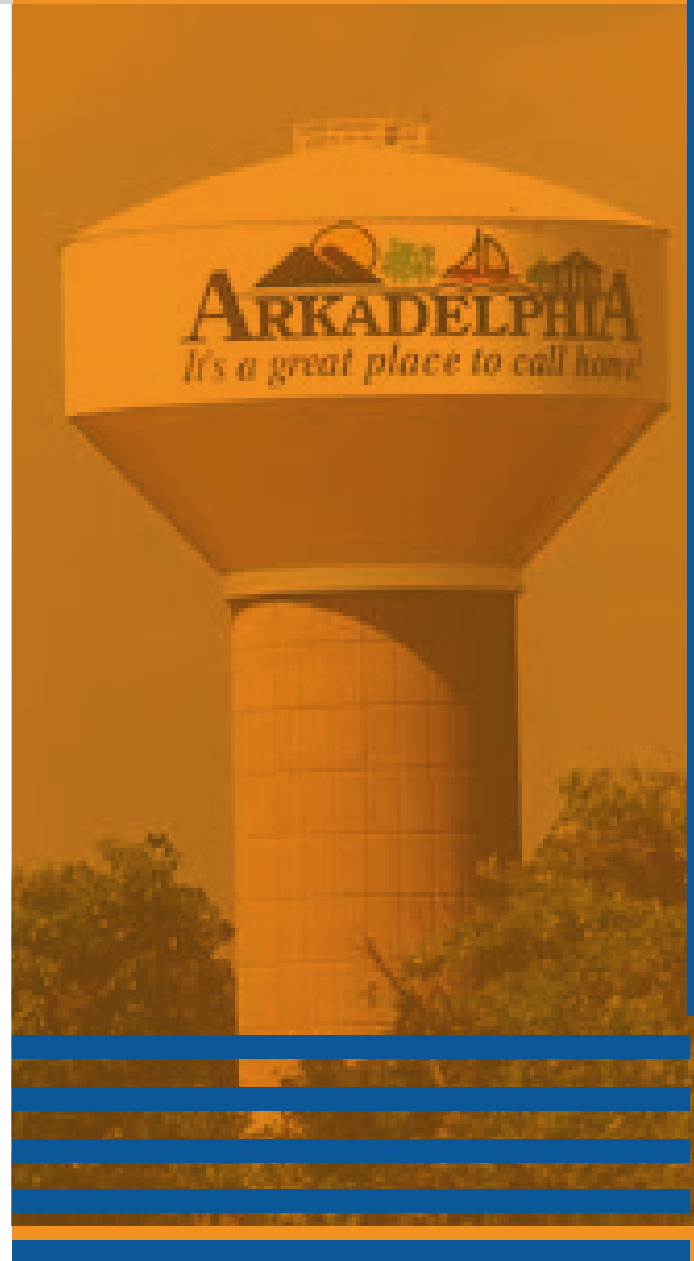
Work Focus

EIGHT

Job Description

NINE

Contact Information



Henderson State University

FACT

Arkadelphia is home to two four-year universities, Henderson State University and Ouachita Baptist University.

WHO WE ARE

The Arkadelphia Regional Economic Development Alliance (The “Alliance”) is an umbrella organization that oversees the chambers of commerce for Amity, Arkadelphia and Gurdon, the Economic Development Corporation of Clark County (The “EDC-CC”) and the Clark County Industrial Council (The “CCIC”). The Alliance was formed pursuant to the Clark County Strategic Plan, a long-range visioning document created over a fifteen month period by approximately 500 residents of Clark County with the purpose of identifying and implementing comprehensive community initiatives that improve quality of life and economic opportunities for all residents of the county. The purpose of the Alliance is to bring about economic growth in Clark County.

Arkadelphia, home of the Alliance:

Arkadelphia is located in northeastern Clark County on the west bank of the Ouachita River. The city stretches across a total area of 7.3 square miles. Arkadelphia is intersected by Interstate 30. US Route 67 runs parallel to I-30 and connects Arkadelphia to Malvern and Gurdon. Arkansas Highway 874 is a system of state highways that serve Henderson State University.

On a bluff overlooking the Ouachita River from the west, Adam Blakeley built a blacksmith shop and home in 1808. A few years later, a salt works was operating across the river, and a trading post stood near the boat landing. At the end of the 1830s, the first lots were plotted, and Blakeleytown became Arkadelphia. In 1842, Arkadelphia became the Clark County seat, and a brick courthouse and jail were completed in 1844. Incorporation was initiated in 1846. During the Civil War, Arkadelphia supplied at least two companies of troops and served as a medicinal and munitions depot, source of salt, and ordnance works. After the war, the railroad and education changed Arkadelphia. The Cairo and Fulton railroad line joined Arkadelphia and Little Rock for the first time in 1873.

Arkadelphia became an educational center with the opening of several colleges. This activity by education-minded citizens led one local newspaper to refer to the community consistently as “The City of Colleges,” while other locals called it “The Athens of Arkansas.”

The town grew little between 1900 and 1930, but a natural gas pipeline was completed in 1911, and the fledgling Arkansas Power and Light (AP&L) took over the local system in 1914. Interstate 30, parallel to U.S. Highway 67, was completed in the

late 1960s. Local economic changes resulted from sharp economic downturns in 1974, 1979, and 1987, as well as the violent and deadly tornado of March 1, 1997. Arkadelphia continued to revitalize after the March 1, 1997, tornado, mainly because of the planning undertaken by the Arkadelphia 2025 Commission. Formed after the tornado in response to President Bill Clinton’s urging to ask not how to return Arkadelphia to its pre-tornado existence but how to achieve what the town wanted to be in 2025, the commission engaged a broad spectrum of the community and drew local leadership into that process. A commitment to promoting and maintaining a viable and vibrant downtown led to the formation of Streetscape to spearhead that effort and to a restored and remodeled courthouse and new downtown post office, police station, and town hall.

The Clark County Library is located within the bounds of the Arkadelphia Commercial Historic District. The Missouri Pacific Depot, built in 1917, continues to function as an active train depot for Amtrak travelers, as well as housing the Clark County Historical Museum. The Dexter B. Florence Memorial Field is an airport owned by the city used for both local general aviation and for Henderson State University flight operations. DeGray Lake, a 13,000-acre lake just outside of Arkadelphia, is one of Arkansas’s renowned “Diamond Lakes”. The lake is home to two popular resorts: DeGray Lake Resort State Park & Iron Mountain Lodge and Marina. Timber Lodge Ranch, to the northwest of Arkadelphia in Amity, offers cabins and houses for weddings, church or corporate retreats, or weekend getaways. Guests enjoy exotic wildlife as zebras, buffalo, and peacocks roam the ranch. Camp Winnamocka is a unique destination for kid campers and retreat groups from around the state and the region.

Arkadelphia’s revitalized Main Street district offers a number of gift stores, specialty shops, and art galleries. Downtown Arkadelphia is experiencing renewal with the growth of two non-profits, Group Living, Inc., and Dawson Education Cooperative. In addition to numerous motels, the Arkadelphia area offers several Bed and Breakfast establishments, including the historic Captain Henderson House on the Henderson State University campus. More than 40 sites in the Arkadelphia area are located on the National Register of Historic Places, including the site of the Civil War’s Battle of Elkins Ferry, the Clark County Courthouse, and the Captain Henderson House. The Clark County Historical Museum, located in Arkadelphia’s train station, displays a variety of artifacts. Arkadelphia has its own water park, Arkadelphia’s Aquatic Park.

PACE interviewed Arkadelphia Alliance leadership to gain insights on the qualifications and characteristics desired for the CEO.

THE FOLLOWING IS A COMPILATION OF THE MAJORITY OF OPINIONS EXPRESSED IN THE INTERVIEWS.



JOB EXPERIENCE

PROVEN HISTORY OF SUCCESS IN ECONOMIC DEVELOPMENT/CHAMBERS OF COMMERCE

PRIOR WORK IN MARKETING A RURAL AREA IS A PLUS

STRONG BACKGROUND IN BUILDING RELATIONSHIPS WITH COMMUNITY LEADERS, COMMUNICATING GOALS TO GAIN BUY-IN, AND REAL ESTATE

DEMONSTRABLE UNDERSTANDING OF GENERAL BUSINESS KNOWLEDGE

MUST HAVE EXPERIENCE IN MANAGING A TEAM AND DELEGATING TO ACCOMPLISH STRATEGIC GOALS

CHARACTERISTICS & PERSONALITY

CHARISMATIC/PEOPLE PERSON	TASK ORIENTED
BUSINESS MINDED	DIPLOMATIC
CREATIVE	COMMUNITY FOCUSED
VISIONARY	APPROACHABLE
INTELLIGENT	POSSESSES GREAT CHARACTER AND INTEGRITY
SELF MOTIVATED	COLLABORATIVE / TEAM BUILDER
STRATEGIC PLANNER	STRONG COMMUNICATOR
HUMBLE	INSPIRATIONAL LEADER
OUTGOING	RELATABLE
LISTENER	CURIOUS

EDUCATION

BACHELORS DEGREE IN RELATED FIELD REQUIRED

CECD OR ADDITIONAL CERTIFICATION PREFERRED

ORGANIZATIONAL STRENGTHS

REVENUE GENERATED BY DEDICATED TAX/FINANCIAL SECURITY

INVOLVEMENT OF PROMINENT BUSINESS OWNERS

TWO UNIVERSITIES AND EXISTING WORKFORCE TRAINING INITIATIVES

COUNTY-WIDE BUY IN TO STRATEGIC PLAN

WONDERFUL LIVABILITY

A MOTIVATED AND INVOLVED BUSINESS COMMUNITY

STRONG EXISTING STAFF

EXISTING BOARD WORKS WELL TOGETHER

ORGANIZATIONAL STRUCTURE WITH SIGNIFICANT COMMUNITY INVOLVEMENT

STRONG PUBLIC SCHOOLS (SEE ARKADELPHIA/GURDON)

Can we put a number on success?

Yes, seven.

01

HARD WORKER/SELF MOTIVATED

- THIS INDIVIDUAL MUST BE ABLE TO MAINTAIN A HIGH LEVEL OF WORK AND ACCURACY WITHOUT DIRECT OVERSIGHT
- MUST USE STRONG JUDGMENT TO PRIORITIZE TASKS AND PROJECTS
- A POSITIVE ATTITUDE IS ABSOLUTELY NECESSARY IN THIS POSITION

05

PASSION/DRIVE TO MAKE A DIFFERENCE

- PASSION FOR THE COMMUNITY AND STAKEHOLDER-BASE IS ABSOLUTELY NECESSARY
- MUST BE CAPABLE OF GARNERING COMMUNITY SUPPORT
- A VISIBLE PRESENCE IN THE COMMUNITY IS A MUST

02

DIPLOMATIC CONSENSUS BUILDER

- NEEDS TO BE A BRIDGE-BUILDER WHO CAN REACH ACROSS ORGANIZATIONAL AND SOCIAL BOUNDARIES TO BUILD RAPPORT
- MUST HAVE EXCELLENT COMMUNICATION SKILLS (SPOKEN, WRITTEN, ONLINE)
- EMOTIONAL INTELLIGENCE AND COMPASSION MUST BE DEMONSTRATED

06

STRONG TECHNICIAN

- THE SELECTED INDIVIDUAL MUST POSSESS A STRONG FISCAL MIND TO CREATIVELY PACKAGE DEALS FOR PROSPECTS AND MANAGE ALLOCATED ASSETS FOR OPTIMUM RETURN ON INVESTMENT
- CAPABILITY OF MAINTAINING A BUDGET AS DETERMINED BY THE ORGANIZATION'S BOARD
- UNDERSTANDING OF FINANCE, EFFECTIVE ECONOMIC DEVELOPMENT PRACTICES, SALES-MANSHIP, MARKETING, ORGANIZATIONS STRUCTURE, AND TEAM MANAGEMENT

03

VISION CASTER

- MUST HAVE THE ABILITY TO START NEW INITIATIVES AND MAINTAIN A HIGH LEVEL OF WORK EFFICIENCY WHILE MANAGING MULTIPLE PROJECTS AND RELATIONSHIPS
- MUST BE CAPABLE OF EFFECTIVELY MARKETING CURRENT EFFORTS AND FUTURE PLANS TO TEAM MEMBERS, STAKEHOLDERS, PARTNER ORGANIZATIONS, AND THE WIDER COMMUNITY

07

STRENGTH IN IMPLEMENTING STRATEGIC PLANS

- THE PROVEN ABILITY TO BUILD AND IMPLEMENT A STRATEGIC PLAN IS NEEDED
- MUST SHOW STRONG REASON, PRIORITIZATION, AND LEADERSHIP SKILLS
- FOLLOW-THROUGH IS A MUST

04

EXCELLENT PEOPLE MANAGER

- THE CEO WILL NEED TO "HIT THE GROUND RUNNING" AND LEVERAGE THE EXISTING STAFF'S EXPERIENCE THROUGH KNOWLEDGE TRANSFER AND DELEGATION
- THIS INDIVIDUAL MUST BE ABLE TO LEAD THROUGH EXAMPLE AND BUILD RAPPORT WITH EMPLOYEES THROUGH SELLING THEIR VISION OF THE COMMUNITY AND PROJECT LIST
- THE CEO MUST BE SELF-AWARE AND TRAIN OR HIRE TO OFFSET THEIR OWN WEAKNESSES

The CEO of the Alliance will be responsible for assisting the Alliance Board in executing the economic development plan for Clark County which includes existing business retention and expansion, workforce development, and new business recruitment

Responsibilities & Requirements

Supervises:

This position is responsible for a staff of three full time and two part time employees; the staff includes the Executive Vice President, Director of Communications & Special Projects, Director of Administration & Events, Diamond Lakes Regional Visitors Center Director and a part time staff person.

Key Responsibilities

- Serve as an economic development point of contact for Clark County and ensure appropriate individuals are included in the various aspects of prospect recruitment and development
- Respond timely and thoroughly to all prospect inquiries related to business climate, land and building availability, cost of living, tax structure, workforce, incentives, etc.
- Conduct annual visits with existing industry to assess opportunities for growth and needs
- Oversee the Alliances BR&E plan within Clark County
- Manage the Alliance website and database to ensure accurate updated information
- Manage work with property owners, developers and realtors to gather information on available properties and “shovel-ready” sites
- Pursue with the public and private sector all means to acquiring and developing industrial and commercial property for use in recruiting companies
- Oversee the development of advertising/marketing strategies and programs designed to sell Clark County
- Serve as coordinator among local, state, public and private agencies in developing the community's infrastructure; i.e. land, utilities, roads, etc.
- Work with committees/Boards under the Alliance umbrella including the EDCCC, Chamber and CCIC, Clark County Quorum Court and all Clark County municipalities
- Represent the Alliance regionally and statewide at civic and community events as well as conferences, meetings and events as necessary

Competencies

- Excellent verbal and written communication skills
- Professional presence and public speaking ability
- Strong sales and marketing skills
- Knowledge of industrial real estate
- Ability to deal with political landscape within economic development
- Ability to establish and maintain effective working relationships internally and externally

Education

- A minimum of a bachelor's degree in business, marketing, planning, economic development or related field and 5-10 years of increasing responsible economic development leadership experience are required.
- An advanced degree in business, public administration or related field is a plus but not required;
- Experience leading a 501c6 and/or 501c3 is an advantage
- Professional certification is desirable.

IF YOU HAVE ANY QUESTIONS, ARE
INTERESTED IN THIS POSITION, OR WOULD
LIKE TO MAKE A RECOMMENDATION
PLEASE CONTACT US. WE TREAT OUR
CANDIDATES AND CLIENTS WITH THE
HIGHEST LEVEL OF RESPECT AND ANY
INFORMATION RECEIVED WILL REMAIN
CONFIDENTIAL.

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