

Position Profile

President & Chief Executive Officer
Broken Arrow Chamber of Commerce
Broken Arrow, Oklahoma

The Opportunity

The Broken Arrow Chamber of Commerce (“the Chamber”) in Broken Arrow, Oklahoma 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 the Chamber’s mission to improve the economic prosperity and quality of life in Broken Arrow and to be the principal advocate for, and provider of services to, its business community.

The Chamber’s CEO will oversee and manage all aspects of the organization, with a particular focus on:

- maintaining the Chamber’s engagement with leaders of the organization’s membership;
- making membership more valuable and relevant;
- developing and maintaining relationships and communications with a broad public and private constituency;
- clearly communicating the Chamber’s position and vision on community, regional, public and political issues;
- developing programs that will enhance the environment for member organizations to flourish; and
- increasing awareness of Broken Arrow’s vibrancy and vitality.

In addition, the selected candidate will function as the chief strategist, innovative thinker, and collaborative team leader – especially regarding fund raising, advocacy, messaging, economic development and overall program development.

The Chamber

With more than 650 members, the Broken Arrow Chamber of Commerce is the key economic and community development organization in Broken Arrow. The Chamber brings together key leaders in business and industry, education and government in a spirit of collaboration and has a particularly strong partnership with the City of Broken Arrow and with the Broken Arrow Public Schools. The Chamber offers a support network for area businesses and has diverse program offerings to help businesses of all sizes, from the one-person entrepreneurial company to the large corporation. As the Broken Arrow community continues to grow, the Chamber will continue to engage with a wide variety of companies and constituents to maintain and grow its role as a business, economic development and community leader.

The Broken Arrow Economic Development Corporation (“BAEDC”) is an independent public-private economic development partnership, governed by a 10-member Board of Directors with representatives from the business community, the City of Broken Arrow, and the Broken Arrow Public Schools. The BAEDC focuses on wealth creation, jobs, and economic growth in the community through attraction and retention of businesses, workforce development and education, and collaboration with regional partners. City of Broken Arrow staff focus on business retention activities while the BAEDC serves as a source of information and assistance to help grow existing businesses and create and attract new ones. The CEO and other economic development staff work diligently to recruit and attract both primary jobs that create the foundation of the business community, along with retail establishments that help create a sense-of-place befitting of a community of Broken Arrow’s size along with increasing the retail sales tax base.

The Chamber’s \$1.6+MM budget is generated from members and investors along with revenue from over 100 special events and programs annually. The City of Broken Arrow provides over \$400,000 annually towards the Economic Development Corporation, with over \$25,000 coming from private sector investment in the BAEDC.

The Chamber continuously endeavors to help members grow their businesses and offers a variety of networking, training and marketing opportunities, business development programs, Leadership Broken Arrow and government affairs activities year-round. In May 2019, the Chamber will sponsor Broken Arrow Rooster Days, a community-wide four-day festival that is celebrating its 88th year. The Chamber also hosts an annual golf outing, annual gala and special events in the downtown Rose District.

More information about the Chamber and the Economic Development Corporation can be found on its website: www.brokenarrowchamber.com

The Chamber's former President & Chief Executive Officer served for over 7 years and resigned in mid-2018. The Board of Directors appointed Ruth Littlefield, a chamber and business association consultant, to serve as Interim CEO. The Board has now embarked on a national search to recruit a new President & Chief Executive Officer to guide the Chamber and its prominent business and economic development leadership activities in the Broken Arrow area.

Broken Arrow

Located in the northeastern part of Oklahoma and adjacent to Tulsa, Broken Arrow is the 4th largest city in Oklahoma, the 2nd fastest growing and has the 3rd largest concentration of manufacturers in the state. With a population of over 111,000, Broken Arrow is primarily located in Tulsa County with a portion of the city in western Wagoner County. Broken Arrow is part of the Tulsa-Broken Arrow-Owasso MSA of close to 1 million people and offers an outstanding business climate and overall quality of life.

The community benefits from a diverse business climate, with international corporations along with small businesses and start-up companies. Major employers in the area include FlightSafety International, Zeeco, Blue Bell Creameries, St. John Broken Arrow Hospital, Exterran Inc. and Baker Hughes. Located minutes from I-44 via the Broken Arrow Expressway, the community is close to the Tulsa International Airport.

Broken Arrow offers a family-friendly atmosphere with affordable homes, cultural amenities and has the benefit of a small town feel with the proximity to a larger metro region. Residents enjoy a wide variety of shopping experiences ranging from unique boutiques in downtown's Rose District to favorite national chains. The city is one of the safest in the nation, with walkable neighborhoods and many parks and green spaces. Downtown Broken Arrow has a Performing Arts Center, a variety of entertainment options and is the community's gathering place for everything from a farmer's market to large festivals. Residents enjoy golf courses, numerous lakes in the area, museums and galleries and several public aquatic centers.

The Broken Arrow Public Schools are ranked among the best in the state and there are other private schools in the region. Local educational institutions include Northeastern State University-Broken Arrow along with a number of colleges and universities in nearby Tulsa including University of Tulsa, Oral Roberts University and Tulsa Community College.

Broken Arrow has been recognized by a number of national media outlets for its favorable business climate and quality of life. A sampling of these rankings includes "Top 20 City for First Time Homebuyers" (*WalletHub*) and "One of the Most Affordable Suburbs in the South" (*BusinessWeek*).

More information on Broken Arrow and the region can be found on the following websites:

- Visit Broken Arrow: www.visitbrokenarrow.com
- City of Broken Arrow government: www.brokenarrowok.gov
- Broken Arrow Public Schools: www.baschools.org
- Tulsa County government: www.tulsacounty.org
- Wagoner County government: www.ok.gov/wagonercounty

The Position

Location

The President & Chief Executive Officer position is located in the Chamber's spacious offices in a renovated downtown historic school building at 210 N. Main Street, Suite C, Broken Arrow OK 74012; telephone (918) 251-1518.

Reporting Relationships

The President & Chief Executive Officer (“CEO”) of the Chamber reports to the Chair of the 9-member Executive Board of the Chamber’s 31-member Board of Directors. The CEO is an *ex officio* member of both the Executive Committee (meets monthly) and the full Board (meets quarterly). This executive also works closely with the 10-member Economic Development Board of Directors (8 voting, 2 non-voting) which meets monthly.

The CEO leads and directs the Chamber staff: Vice President-Economic Development, Business Development Manager, Communications & Marketing Manager, Events & Marketing Director, Finance & Assets Manager, Investor Relations Manager and Member Relations (contract employee). The CEO also works with a contract Lobbyist.

Other important interactions include: executives and employees of Chamber member organizations; county and municipal elected and appointed officials; state and national elected officials; representatives of other public and private sector organizations with related community and economic development missions; college, technical college and K-12 education officials; representatives of prospect companies; site selectors and other economic development practitioners; and members of the media.

Position Charter

The President & Chief Executive Officer is the chief paid administrative executive of the Chamber and of the Economic Development Corporation. He/she is responsible to the Board of Directors for the organization’s full range of activities and is accountable for the overall performance of the Chamber and the Economic Development Corporation.

Major Duties and Responsibilities

- Responsible for the overall management of the organization and the long-range strategic planning and focus of the Chamber of Commerce and Economic Development Corporation.
- Lead the Economic Development Corporation’s efforts through business attraction, retention and workforce development. Maintain and enhance the strategic and diverse partnerships and alliances in place with all local, regional and state partners.
- Maximize and leverage a strong Board of Directors relationship and provide the strategic leadership necessary to assure full Board participation. Maintain regular contact with and advise the Chair and the other Chamber officers (Past Chair, Chair-Elect, Secretary, and Treasurer). Work with Board members and senior management on developing and executing policy and economic development strategy.
- Responsible for leading the Chamber’s political and advocacy activities and have regular dealings with top political and elected officials on the local, regional and national level.
- Become the face of the community throughout the region and state.
- Work directly with the chairs of the Chamber and Economic Development Boards to set direction and determine an annual work program.
- Maintain and expand membership and resource base.
- Serve as an advocate for the opportunities offered by the community for new and expanded businesses. Work closely with other economic development associations in the region.
- Serve as a community leader, a visionary, and alliance builder to ensure a vibrant economic environment and high quality of life for both employers and their employees. Maintain a high visibility in the community.
- In conjunction with the Chamber Chair, serve as a principal spokesperson for the Chamber in all venues, with a goal to enhance the overall brand and image of the Chamber and the business community. Communicate the members’ positions on key issues and is inclusive of member companies of all sizes in doing so. Demonstrates the many successes achieved by the Chamber to external audiences.
- Recruit business, industry, and retail to the area and serve as Broken Arrow’s official representative in dealings with prospective clients. This shall include, but not be limited to, assessing the needs and desires of prospective clients; explaining the advantages of locating new or expanding facilities in Broken Arrow, and providing and responding to specific requests for information relating to the suitability of land and various sites for use by specific businesses and industries.

- Strengthen existing relationship with Mayor, City Manager, Economic Development Authority, and City Council, as it relates to economic development and government affairs issues.
- Perform other tasks and duties as may be assigned from time to time by the Board.

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 strongly preferred; an advanced degree in business, law, public administration or related field is desirable. If a candidate is currently working in the chamber or economic development professions, then a graduate of the U.S. Chamber's Institute for Organization Management, Certified Chamber Executive designation or Certified Economic Developer designation is desirable.

Professional Qualifications

The ideal candidate must have a proven track record of success and may come from a variety of backgrounds such as: the top executive within a progressive and effective comparably-sized chamber of commerce, economic development organization, or related significant business association organization; experience as a "#2" 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. Experience with a rapidly growing population base within a dynamic business market along with significant Board interaction and experience leading large numbers of volunteers are all strongly desired.

Preferred Knowledge, Skills and Abilities

- **Executive leadership experience** (strong staff leadership, delegation and human resource development; has led a complex corporate, community or economic development organization).
- **Economic development** (has worked collaboratively with established public-sector delivery systems and private sector resources to effectively promote the business growth of a community or region).
- **Membership development** (has actively promoted a membership-based organization; track record of membership development, retention, increased value and appropriate expansion).
- **Fundraising** (experience with varied successful resource development activities including capital campaigns, sponsorships and advertising, special events and other non-dues revenue campaigns).
- **Staff leadership** (demonstrated background of leading, managing and developing staff; inclusive while providing basic direction; allows senior staff team to execute without excessive personal involvement).
- **Public policy** (capable of advocating sound public policy and developing effective and even-handed working relationships with elected/appointed officials and their staffs).
- **Workforce development** (experience in community and regional interconnected solutions to meet employment talent needs through training, education, career paths and workforce learning).
- **Fiscal management** (budget conscious; demonstrated ability to develop revenue sources and control expenditures; experience with an annual budget with revenues of at least \$1MM).
- **Planning** (proven track record of successfully developing and executing operational and strategic plans).
- **Volunteer organization experience** (appreciates the value of voluntary organization structure and operating techniques; proven ability to motivate and utilize volunteers).
- **Community/regional development** (able to identify both local and regional issues and effectively manage interactions with and among regional organizations to achieve common goals).
- **Collaborative relationships** (demonstrated track record of developing effective relationships built on trust among all sectors and constituents).
- **Governance** (significant involvement with Board development and recruitment, governance issues, and interactions with sophisticated business leaders serving as Directors).

- **Varied industries** (experience within a business environment with diverse industries including healthcare, agriculture, technology, services, manufacturing, retail, and education).
- **Innovation** (actively promotes enhancements and expansion of technology; recognizes value and potential of social media; computer literate).
- **International** (has experience working with companies operating in a global market).
- **Traditional/social media and public relations** (ability to effectively articulate goals, objectives and policy positions of the Chamber to the media and the community through all forms of media).

Desired Personal Traits

- **Integrity** (possesses the highest ethical and moral standards; trustworthy).
- **Collaborative/consensus-builder** (sees value in working with others to achieve positive results for the region; demonstrates a willingness and ability to work with and through others; inclusive versus exclusive).
- **Communication skills** (excellent listener; outstanding written and oral communication skills).
- **Critical thinker** (ability to make decisions while exhibiting sound and accurate judgement).
- **Transparency** (wisdom to share appropriate levels of information to internal and external audiences).
- **Executive presence/credibility** (polished; self-confident; able to rally others and command respect of Board, staff, business, government and community leaders).
- **Visibility** (highly visible to staff, members and business leaders; active in the region and community).
- **Energetic** (genuinely enthusiastic; strong personal work ethic; motivates others).
- **Persuasive** (able to synthesize various viewpoints and mobilize support for policy objectives).
- **Genuine** (fair; self-aware; walks the talk; takes responsibility).
- **Servant leader** (proactive in identifying and meeting the needs of the Board, the members, the staff and the community; a good steward of resources).
- **Human relations skills** (builds constructive and effective relationships; encourages diversity of ideas).
- **Political acumen** (highly developed diplomatic skills; demonstrated ability to strategically navigate among local, county, state and federal leaders).
- **Teamwork** (recognizes that many parties are necessary to accomplish big things; speaks of “we” first, not “I”; relishes in sharing credit with others).
- **Executes for results** (proven track record of “getting things done;” holds others accountable).
- **Organized** (detail oriented; able to establish Chamber agenda and maintain key priorities).
- **Regional knowledge** (has or able to develop an appreciation for culture and pace of Midwest communities like Broken Arrow and ways of doing business).

Challenges and Opportunity

Key accomplishments and challenges for the new President & CEO in the first year and beyond include:

- Establish presence as the Chamber’s CEO by immersing him/herself into the details of the day-to-day operations of the Chamber and Economic Development Corporation and becoming knowledgeable about the work of its staff, finances, programs, Board members and committed volunteers.
- Initiate formal and informal introductions and connections with the Chamber’s membership, partners and investors through varied communications and in-person meetings. Identify ways to specifically communicate the Chamber’s relevancy and value to existing and prospective members by connecting investment with tangible outcomes for members thereby increasing perceived value and pride of chamber membership.
- Become actively involved in the Broken Arrow community, attending multiple Chamber and non-chamber events; become known as “the face” of the Chamber within the community.
- By listening and observing, form effective working relationships with key municipal, county, regional, state and national government leaders, public school, college and other educational officers, entrepreneurial business owners and corporate executives, economic, community and tourism partner organizations, and leaders of cultural arts entities.

- Expand the dues paying membership base. This will include identification of target markets, mindful of changing demographics, and clear articulation of value proposition of chamber membership.
- Work with Board and staff to develop Chamber’s vision and ongoing strategic direction to include review of operational and budgetary plans to meet needs of high growth community.
- Continue to encourage staff members in their own professional and personal growth, providing mentoring and support to each as needed and maintaining established culture of excellence in programs and operations.

The President & Chief Executive Officer position of the Broken Arrow Chamber is an outstanding opportunity for a chamber, economic development, association, nonprofit or private sector executive to lead a successful Chamber and economic development organization in a growing and vibrant community that offers a wonderful quality of life. The CEO will have the benefit of working with a highly committed and influential Board of Directors and enthusiastic Chamber staff. The level of collaboration between the private sector (Chamber) and public sector (City and Public Schools) is exceptionally strong.

The Broken Arrow Chamber CEO is a highly visible leadership position and, as such, the new CEO will have significant influence on the continued growth and development of the city in the years to come. The Chamber’s volunteer and staff leaders are not content with status quo and have high expectations for the Chamber’s new leader as he/she leads them into “the next chapter” for the Chamber and the Broken Arrow community.

Contacts

If you are aware of an outstanding executive who meets these requirements and would be interested in evaluating this dynamic opportunity, please email BrokenArrow@Waverly-Partners.com or contact either consultant at WAVERLY PARTNERS, the executive search firm retained by the Chamber Board on this search and the “preferred provider” of executive search services of the Association of Chamber of Commerce Executives.

Eric N. Peterson
Managing Director & Principal
WAVERLY PARTNERS
Cleveland, Ohio
(440) 892-5961
EPeterson@Waverly-Partners.com

Deborah M. Galbraith
Managing Director & Principal
WAVERLY PARTNERS
Kansas City, Kansas
(785) 856-9273
DGalbraith@Waverly-Partners.com

WAVERLY PARTNERS

Executive Search Consultants

February 2019