



VICTORY SEARCH GROUP

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SEARCH SPECIFICATION FOR THE POSITION OF

MANAGING DIRECTOR



buildingcommunityWORKSHOP

DALLAS, TEXAS

CLIENT: Brent Brown, Founder & Director

VICTORY SEARCH GROUP TEAM: Jim Chambers, Director
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- CONFIDENTIAL -

The information contained in this search specification is confidential and must be treated with the utmost of discretion. Candidate and organizational considerations demand the highest level of confidentiality ensuring the interest and priorities of all involved are addressed most professionally.

EXECUTIVE SEARCH SPECIFICATION FOR THE POSITION OF
MANAGING DIRECTOR
buildingcommunityWORKSHOP

THE ORGANIZATION

The **buildingcommunityWORKSHOP [bc]** is a **Texas** based community design nonprofit seeking to improve the livability and viability of communities through the practice of thoughtful design and place making. **[bc]** enriches the lives of citizens by bringing design thinking to areas where resources are most scarce. Fundamental to any **[bc]** approach is the recognition that design work must first understand the social, economic, and environmental issues facing a community before the work can begin.

As the only community design organization working across Texas, **[bc]** is unique in its approach to community engagement. The Workshop forms strong relationships through collaborative design work, educational outreach activities, and social media channels, enabling engagement with broad segments of the population.

The mission of **[bc]** encompasses diverse themes of work including Informing, Analyzing, Mapping, Activating, Making, and Storytelling. The organization was established in Dallas in 2005; field offices were opened in Brownsville in 2011 and Houston in 2013. From these offices **[bc]** tackles a diverse roster of projects and issues related to the built environment, including city and neighborhood planning, housing, transportation, resource consumption, data systems and health. Among the projects:

- Congo Street Initiative. Starting from the desire to help stabilize home-ownership of five families in a historically segregated and challenged neighborhood, **[bc]** explored with residents how to repair and update their homes while sustaining the historic cohesion of the community. The idea that emerged was to first build a “holding house” on the street where each family in turn would live while their home was being renovated. As each home was deconstructed, original materials were reclaimed and incorporated into the new home, preserving the memory of the old home and familial connections to each place. Green infrastructure was incorporated using solar power and thermal systems, and Dallas’ first “Green Street” was built, incorporating stormwater management, retention, and bio-filtration. For the Congo Street Initiative, which has won several national and regional design awards, **[bc]** partnered with the families of Congo Street and many volunteers and institutions.
- Neighborhood Stories. Neighborhood Stories strengthens awareness of particular communities in the city of Dallas, celebrates the diverse places that give it character and texture, and creates a platform for active dialogue about its history and future. Using exhibits, pictures, oral histories and other media, Neighborhood Stories celebrates individual voices as revealed by residents and other neighborhood stakeholders as part of **bcWORKSHOP’s**, *People Organizing Place* initiative, a public interest design effort to strengthen the identity and vitality of the city’s neighborhoods. More than a dozen such neighborhood projects have been held over the past five years.
- Cottages at Hickory Crossing. September 2014 saw the start of construction on this permanent supportive housing community. Located on a three-acre site less than one mile from downtown Dallas, the Cottages will provide on-site housing and support services for fifty of the most chronically homeless residents of **Dallas**. The design process began over five years before and included a combination of research, focus group charrettes, conversations in the neighborhood, and a comprehensive engagement of stakeholders in the decision-making process. This approach yielded a design for fifty individual 430 square-foot homes, connected by a series of courtyards and a common green providing flexible space for activities from urban farming to outdoor recreating, and encouraging interaction among neighbors.



*LaHaciendas Casistas in Harlingen, TX
A 56 unit affordable project and winner of Texas Society of Architect's 2014 Design Award*

- Public Design Impact Initiative. Recognizing that partnerships between designers/architects and community-based organizations are mutually beneficial (building the knowledge and experience of both to better serve others), [bc] recently invited community groups and nonprofit organizations to submit design project proposals to be matched with local design professionals and services. This year, as many as six projects that address a need in the community will be matched with design services or an architecture-related intervention or service. [bc] will stay involved through the process to assure both partners have a productive experience and create a positive outcome.
- The bcFellowship Program offers recent graduates an opportunity to work with communities across Texas to advance the public's interest through engagement and design efforts. Since 2010, 41 Fellows have completed the twelve-month residency. With placement in one of the [bc] office locations (Dallas, Houston or the Rio Grande Valley of Texas) bcFellowship offers a unique experience within the [bc] public interest design practice model.

In 2014, [bc] was engaged on 42 active projects and initiatives for clients around the State of Texas, all of which feature the public interest, community informed design approach of the organization. As part of this work the Workshop organized hosted, facilitated and/or attended more than 520 community engagement meetings and events.

As a 501(c)3 nonprofit organization, [bc] is governed by a five-person Board. The organization's budget is just under \$2 million; about one-half of the budget comes from fee-for-service assignments while the other half is philanthropic revenue from several foundations and supporting individuals. Each of the organization's three offices is led by an Associate Director.

Brent A. Brown, AIA, is the Founder of [bc] and leads a team of 20 professionals, more than half of whom have graduate degrees in architecture, design or related disciplines. In addition, [bc] engages up to 12 Fellows annually, as part of the bcFellowship Program. These individuals are selected from applicants around the country; all but four of the [bc] professional staff are alumni of the bcFellowship Program.

In addition to his work at [bc], Brent is also the Founding Director of the City of Dallas' CityDesign Studio, where he leads a staff of seven and is charged with stewarding the urban design vision for the city. Although two completely separate entities, [bc] and the Studio work together to find opportunities for cross sharing work and information in support of city design and the future of Dallas.

The organization's reputation, process and built work continues to drive growth, and [bc] is able to select new assignments based on fit with mission, not whether funding is attached. The Workshop expects to continue selecting engagements around the State of Texas but may consider expansion to a different geography to extend its community design collaborations.

THE OPPORTUNITY

To build the capacity of the organization, [bc] is establishing the position of Managing Director, reporting to General Director Brent Brown and serving as the "second in command". The successful candidate will take on broad operations and administrative functions and play a critical role in managing the long-term success and growth of [bc]. The Managing Director will build a clear understanding of how [bc], its offices, and the Dallas CityDesign Studio work together, and what is necessary to help the General Director, Associate Directors and functional staff achieve individual and collective goals.

With Brent serving as [bc]'s principal public representative as well as its business development leader, the Managing Director will be charged with oversight of all project work for the organization, working with Associate Directors and other staff to assure goals and outcomes are appropriately staged before beginning work to maximize efficiency during the work process, and effectiveness of the solutions after the work is complete. [bc] is eager to engage a Managing Director who can implement strategic thinking and best practices to an established collaborative design enterprise.



An example of a CityDesign Studio charrette held in Dallas City Hall as part of the Studio's urban design program.

The Managing Director will oversee a senior management team comprised of the Operations Director, Philanthropy Director and Associate Directors in each **[bc]** office. The successful candidate will be responsible for all operations of **[bc]** and functional responsibilities including finance, marketing, fund development, HR and IT. The Managing Director of **[bc]** will work closely with the Assistant Director of the Studio to support the General Director in a variety of initiatives to cross inform the work of both entities.

The Managing Director will be respectful of the mission focus of this nonprofit and of the wealth of insight and practice that animates the work of its professional team and underlies the culture of **[bc]**.

More specifically, the Managing Director:

- Oversees and directs the work programs, activities, procedures and resource allocations for the varying work teams comprised of professional and technical staff;
- Supports the General Director in all facets of his work;
- Serves as the deputy for **[bc]** in liaison with clients, governmental bodies, community and business groups, and other stakeholders—with the expectation of occasionally stepping in for the General Director as principal spokesperson;
- Supports staff to: develop proposals; scope work items; review work and provide technical and process advice; and problem-solve with staff and other partners (including staff of the Studio);
- Initiates, reviews and supports changes in work procedures, processes and resource allocations that improve both effectiveness and efficiency—and leads in operationalizing work transformations;
- Reviews and approves for distribution or submission documents and project deliverables of **[bc]**;
- Supports fundraising goals of Philanthropy Director, with agreement and strategic advice from the General Director;
- Participates with the senior management team to frame an annual work plan for **[bc]** in collaboration with the Dallas CityDesign Studio;
- Oversees management of finances, financial reporting, and annual budgets, including performance against budgets during each year. Approves expenditures consistent with plans and guidance from the Director and the Board.
- Manages employees and human resource matters for **[bc]**, including:
 - Recruiting
 - Performance management
 - Coaching, mentoring, and career planning advice across all staff
 - Support for the Associate Directors in their professional business development
- Work with and present reports to the **[bc]** Board of Directors during scheduled meetings and on additional occasions when requested.

Direct reports to the Managing Director include the Associate Directors, special project leaders, and operations personnel.

SUCCESSFUL CANDIDATE OVERVIEW

Over the past 10 years **buildingcommunityWORKSHOP** has grown steadily through serving as both the lead designer and collaborator for more than 100 projects where public interest design and creative placemaking are valued. The organization has effectively changed the equation for many clients and institutions by infusing engagements with its community informed design approach. Both its processes and its results have attracted fee-paying clients as well as philanthropists who have endorsed engaging **[bc]** to enhance the livability and viability of built urban communities.

The Managing Director will be joining an organization with a bright and motivated staff, fiscal soundness, and a growing client and community base that embraces this collaborative design approach. In turn, **[bc]** seeks a Managing Director who is committed to this vision and appreciates the great value of bringing together choice in design and engagement to build communities. The successful candidate will both direct and influence decision-making across the organization and bring demonstrated management skills to **[bc]**. The Managing Director will have an affinity for the design process as well as for the mission of a nonprofit organization, the passion for leading in a growth environment, and a strong bias for collaboration.

Candidates will possess the following education and experience:

- Undergraduate degree required—preferably with a professional degree such as architecture, landscape architecture, urban planning, urban design, or a related discipline; graduate degree preferred.
- Ten plus years of progressively responsible architectural, planning, and/or project management experience, with several years in a managerial role.
- Thorough knowledge of the principles, practices and tools of architecture, urban design, and/or city planning.
- Understanding of development management policies, processes and practices in Texas is desired.
- Familiarity with public interest design principles and practice; direct experience preferred.

In addition, successful candidates will demonstrate the following competencies:

- Staff management: Demonstrated abilities managing a diverse team of professional and technical staff, along with skills to inspire, motivate, coach and mentor co-workers—promoting teamwork and accessibility and delegating and encouraging individual accountability and responsibility (evaluated through evidence of leading a work environment recognized for a high level of staff engagement, organization, timeliness, cost-effectiveness, accuracy, and results).
- Decision-making: Extensive analytical, creative and strategic skills leading to sound decision-making and resolution of complex design and urban policy problems.
- Multi-tasking: Ability to effectively manage a wide range of high-profile projects, where the volume and nature of projects are continuing to change, and where schedules and deadlines are aggressive.
- Change management: Demonstrated experience transforming or introducing change into an organization.

- Collaboration: Skills to persuasively engage, problem-solve, build consensus, facilitate, negotiate and mediate with diverse groups, individuals and interest groups.
- Communications: Possesses a knowledge of ways to utilize communications to promote the vision and details of a project—graphically, digitally, and through other channels that reach stakeholders. Presents ideas orally and in writing to a wide variety of audiences in a manner that achieves clarity, buy-in and commitment.

Successful candidates will also demonstrate the following key personal characteristics:

- Team player, roll-up-the-sleeves attitude
- Dedication to the mission of the organization
- Financially literate
- Curious, a learner
- Achievement orientation; is decisive, takes initiative, makes decisions and implements change
- Politically astute and tactful, attentive to the perspectives and competing interests of various stakeholders
- Imaginative
- Engaged listener
- Sense of humor
- Models high ethical standards of conduct



Neighborhood housing design work session using blocks, markers and public interest to define the intentions and concepts for the Macon Starks Senior effort.

VICTORY SEARCH GROUP PROFILE

Victory Search Group is a senior level retained executive search firm serving a select group of clients from five offices across the United States. Each of the Firm's Directors has over 18 years of professional search experience and success identifying, assessing and recruiting senior leadership. Victory Search Group is highly collaborative and focused on customer service; we prize partnering with our clients and are trusted by them for our judgment, integrity and responsiveness. We follow a detailed five step search process that emphasized understanding our Client's needs, organizational issues and the critical factors required for success by an outside executive. Our success is simply an intense focus on executing each step of the search process, without cutting any corners, while maintaining a constant dialog with both clients and candidates.

VICTORY SEARCH GROUP PROJECT TEAM

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LINKS

www.bcWorkshop.org

www.victorysearchgroup.com



Celebrating on Congo Street after receiving a 2013 Rudy Bruner Silver Award the [bc] staff, fellows and community partners in front of the Holding House.

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