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## Retained - Executive Search Summary

**Position**

**President/Chief Executive Officer – CEO**

**Organization**



**CAEDC – Cumberland Area Economic Development Corp**

**Position Location**

**Corporate Offices:** 53 W. South Street, Carlisle PA 17013

**Company  
Background  
& History**

Cumberland Area Economic Development Corporation (CAEDC), a 501(c) 3 non-profit corporation, was founded in 2005 by the Cumberland County Board of Commissioners. CAEDC is the County's authorized agency charged with leveraging and promoting Cumberland Valley's economic development and tourism assets to drive growth, create jobs and improve the quality of life. The unique organizational structure of CAEDC integrates economic development and tourism promotion services to provide a paramount resource for businesses, non-profits, local municipalities and residents. CAEDC's programs are designed to support economic development within the County and surrounding region, primarily by attracting new businesses, assisting with the development, retention and expansion of businesses, and helping communities prepare for economic development opportunities. Marketing activities executed by the tourism arm of CAEDC, the Cumberland Valley Visitors Bureau (CVVB), promote [Cumberland Valley](#) as a travel destination, attract visitors to the area, enhance the visitor's experience, and encourage overnight stays.

Watch a quick video regarding Cumberland Valley:

<https://youtu.be/ZhaqG5ys03E>

Read the 2017 Annual report: [https://issuu.com/cvvh/docs/annual-report-web-lo\\_20mar2015?e=1875976/12560735](https://issuu.com/cvvh/docs/annual-report-web-lo_20mar2015?e=1875976/12560735)



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In brief, see some of the amazing statistics for the Cumberland Valley from the 2017 annual report:

- Fastest Growing County in PA
- 4% or less unemployment rate
- 846 New Jobs Created
- 117.6 million in new investment

Over the past 13 years CAEDC has transformed from a start-up to a comprehensive business entity. Always business oriented, the evolution and maturation of the organization is apparent. You can see the growth of the staff, the transitional needs/necessities required from the leadership function and the strong diversity of the 15 member Board of Directors. The forward-thinking culture of CAEDC is equally matched by the dynamic and ever evolving business, community and tourism landscape known as Cumberland County.

**Upward Reporting Relationship**

As the CEO, this position will be reporting directly to the Board of Directors as a whole and specifically to the Chair and the Executive Committee of the Board. (The CEO has a similar reporting relationship with the REC—Real Estate Collaborative). <https://cumberlandbusiness.com/about-us/leadership-board/>

**Position Org. Chart**

The CEO will have oversight responsibilities directly or indirectly for the all positions in the organization. An overview of the entire staff including personal bios can be found on the CAEDC website. Click on the Link: <https://cumberlandbusiness.com/about-us/staff-directory/>

**Basic Purpose**

Provides leadership and direction for all CAEDC program initiatives as well as current programs and services; ensuring that the organization provides the planning and support services to achieve the County's destination marketing, business and advocacy and funding solution goals and objectives. This position is directly responsible for achieving the organization's annual revenue plan, ensuring that CAEDC operates within its approved budget plan and that it remains a financially viable services provider.



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**Essential  
Job Functions**

1. STRATEGIC AND ANNUAL PROGRAM/BUSINESS PLANNING.

*Key/Representative Activities:*

- Continuously analyzes local, regional and national programming trends and tactics in community and economic development as well as related education and skill requirements/needs for industry professionals.
- Meet with local, regional and national community development, real estate development and other industry leaders to evaluate the organization's performance and identify opportunities to enhance service effectiveness for the Cumberland Valley community it serves.
- Prepare and submit longer-term development plans (strategic planning) to the Board of Directors for consideration/approval.
- Prepare and submit annual operating and capital spending plans to the Board of Directors for consideration/approval.
- Assures development, interpretation, implementation and monitoring of organization objectives, policies, and operations to ensure effective, efficient delivery of programs and services to the community and appropriate utilization of organization's resources.

*Possible Performance Measures:*

- Thoroughness and accuracy of research and information used in formulating strategies and development plans and setting performance standards for the organization.
- Directors' acceptance of development and operating plans.
- Knowledge/understanding of the community and business/real estate development marketplace and education/skills development delivery trends.

2. OVERSEE (MONITOR) CAEDC SERVICE PROGRAMS AND BUSINESS & FINANCIAL OPERATIONS

*Key/Representative Activities:*

- Continuously monitor/review performance of current programs and service offerings as well as operating policies and procedures of the organization.



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- Revise/update programs and service offerings to achieve better alignment with industry/market needs and expectations.
- Set and revise supporting policies and procedures to increase operational efficiency and achieve still higher levels of service to the community.
- Oversee financial reporting and effectiveness of internal controls.
- Monitor actual performance v. operating budget for current period.
- Workforce development initiatives: CAEDC coordinates efforts among business, industry, educational and government partners to assure training and certification opportunities are available for skilled occupations in demand in a growth economy.

*Possible Performance Measures:*

- Service effectiveness v. program objectives.
- Revenues v. plan.
- Operating expenses v. plan.
- Increases in staff and resource operating efficiencies.
- Industry/marketplace awareness of and response to the organization's programs and initiatives.

3. **MARKETING AND BUSINESS DEVELOPMENT: RELATIONSHIPS WITH EXTERNAL CONSTITUENCIES—FUNDING PROVIDERS, COMMUNITY PARTNERS, INDUSTRY REPRESENTATIVES**

*Key/Representative Activities:*

Working broadly with industry and community leaders and agencies, including Cumberland County Housing and Redevelopment Authorities, the Cumberland County Planning Department, key REC Partners, the DCED, the Industrial Development Authority. CAEDC Alliance members and CAEDC staff:

- Identifies key industry leaders/providers and establishes/maintains relationships that can lead to new and expanded business opportunities for CAEDC and Cumberland County; particular focus on real estate development opportunities.
- Participates in proposal development and presentations, as appropriate, to “sell” CAEDC and its service/program funding and management capabilities.

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- Presents direct funding requests to County Commissioners; handles matters related to state grants and state legislative advocacy, the county hotel tax, as well as information requests from the County Commissioners. Direct liaison to the Delegate Commissioner for the County.
- Presents to industry and community groups to enhance awareness of CAEDC and its capabilities; attracting investment in the CAEDC mission.
- Maintaining strong relationships with funding partners.
- Works with Communications to hone the CAEDC brand/supports consistent application of the CAEDC brand and message.

*Possible Performance Measures:*

- Industry presence/recognition of CAEDC as a premier service provider.
- Proposal acceptance rate.
- Expansion of current funding partnerships and establishment of new partnerships.
- Growth of the CAEDC footprint.

4. BOARD RELATIONS

*Key/Representative Activities:*

- Assists the Board in developing/refining the organization's mission, strategies and tactics.
- Regularly communicates with Board members, individually and collectively on issues and challenges facing the organization.
- Assists Board members in developing their understanding of Board roles and responsibilities through participation in internal and external seminars and workshops.
- Engages Board members in specific projects and initiatives related to the mission of the organization; assignments that utilize the skills and talents of Board members.
- Regularly (at least monthly as meetings are scheduled) reports to the Board on current program performance and progress toward achievement of strategic goals.



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*Possible Performance Measures:*

- Board's sense of "team" with executive management.
- Board's satisfaction with frequency, thoroughness of communications re: issues, challenges.

5. SELECT, DEVELOP, MOTIVATE, AND RETAIN QUALIFIED STAFF FOR CAEDC.

*Key/Representative Activities:*

- Define executive and other senior level job roles and profiles that meet current and future needs of the organization.
- Select candidates with requisite qualifications, skills, and aptitudes.
- Provide professional development support (mentoring, skills training, and developmental assignments) for staff.
- Monitor individual performance and foster a team-oriented work environment.
- Work directly with key staff to advance projects/program objectives.

*Possible Performance Measures:*

- Timeliness in staffing authorized positions
- Staff quality/performance
- Staff morale/stability
- Staff readiness for increased responsibilities

**Experience & Skills,  
Educational  
Background**

- College educated, minimum of a Bachelor's degree, preferably an advanced degree or equivalent in business management, finance, urban/economic planning and development. Certifications from the PA Economic and Development Association and/or International Economic Development Council (IEDC) preferred.
- Minimum seven to eight years of relevant, progressive professional experiences, including at least three years of economic development experience and engagement in real estate development initiatives, and at least two years of direct management of a similar size or larger group of professionals and support staff.
- Proven track record with public/private financing strategies, including public/private funding resources, and experience in securing and negotiating public/private partnerships.
- Experience in public relations/communications and government relations at the local, state, and federal levels.



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- A “working executive”: visionary and leader but also a “do-er”; common in a smaller work group environment.
- Strong inter-personal skills.
- Team-oriented: able to monitor, communicate, develop and motivate positive team performance.
- Sound judgment and decision-making.
- Able to understand and monitor financial statements and interpret results, including proformas.
- Goal oriented.
- Able to travel independently to meet with local, regional and national representatives and groups, as appropriate to the functions and responsibilities of the CEO.
- Physical dexterity to operate essential office equipment, i.e. telephone, keyboard, etc.

**Compensation/  
Benefits &  
Relocation**

We are prepared to have a comprehensive discussion with prospective candidates regarding the compensation package, benefits package and the relocation assistance offering as presented by the Chair of the Search Committee and the Chairman of the Board.

**For Further  
Information, Contact:**

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