



## **OPPORTUNITY PROFILE**

**POSITION TITLE:** President  
**REPORTING TO:** Executive Committee  
**LOCATION:** Washington, DC

### **THE OPPORTUNITY:**

The International Downtown Association (IDA) is one of the world's largest membership organizations focused on creating and supporting "vital and livable downtowns" around the world. The IDA seeks a high energy transformational leader with the ability to successfully manage current programs while developing new membership-driven services and strategic initiatives in a collaborative and inclusive way. The ideal candidate will be adept at forming mutually beneficial partnerships with business, community, and professional organizations throughout the world so as to ensure IDA remains relevant to its membership while tackling the challenges of tomorrow. IDA is comprised of over 500 members primarily in North America and partnerships with similar organizations in Europe, Africa, Australia, Asia and the Caribbean.

**THE ORGANIZATION:** ***International Downtown Association***  
<http://www.ida-downtown.org>

Based in Washington, DC, IDA serves as a focal point for downtown leaders and managers who need valuable industry information and consulting assistance, professional development guidance, and research and policy data. The board of directors has chosen this time to embark on an aggressive plan to refresh and transform the organization to keep pace with the expanding demands of its diverse international member base.

IDA's annual revenues approximate \$1.5 million. The organization is optimistic regarding the future and believes that a transformed IDA with a more membership service-oriented business model is critical to maintaining long-term viability. The Board is unanimous in the belief that a transformed IDA with a more membership service-oriented business model will sustain its position as the leading global downtown professional association.

### **IDA'S VISION STATEMENT**

A world of vital and livable downtowns.

### **IDA's MISSION STATEMENT**

*The International Downtown Association is a world leader of and champion for vital and livable urban centers. Through its network of committed individuals, its rich body of knowledge, and its unique capacity to nurture community-building partnerships, IDA is a guiding force in creating healthy and dynamic centers that anchor the well being of towns, cities and regions of the world.*

IDA accomplishes its mission by providing a rich and unparalleled combination of learning and information resources, including:

- Two conferences annually, in the Spring and Fall
- Specialized workshops and seminars in professional development
- Board and Staff Retreats and Planning Sessions
- Publications targeted especially to downtown professionals
- IDA Feedback Surveys, regular polls to assess member opinions and gather information
- IDA Downtown Achievement Awards

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- IDA Policy, Research and Practice Initiative
- IDA Advisory Panels and Advisory Visits

**IDA's HISTORY**

IDA celebrates its 55<sup>th</sup> birthday in 2009. Founded in 1954, IDA's original membership numbered less than 50 entities located in the US and Canada, and now comprises more than 1,000 worldwide. IDA has been instrumental in setting public policies at the local, state and federal levels, and in particular championed the spread of business improvement districts or BIDs throughout North America and the world. IDA has been at the forefront of the most remarkable urban renaissance in American history.

**ORGANIZATIONAL OVERVIEW**

***Services***

IDA's value stems from its ability throughout its history to provide the essential linkages between local downtown management and leadership organizations, and to connect local organizations with vital resources such as government agencies, universities and think tanks. IDA is best known for its conferences, which produce more than half of its annual revenues. The two principle conferences are the Annual Conference, which attracts as many as 1200 participants and covers a broad range of topics, and the Spring Conference, which is more focused on the "urban laboratory" provided by the host city.

Sometimes a downtown organization or development group needs more intensive help than can be gained through conferences and seminars. To address this need, the International Downtown Association offers a range of services. Through these services, IDA can help organizations develop a vision and direction, build consensus, and construct a "road map" and an action plan to help accomplish an organization's goals.

Some organizations find that IDA's help is needed in the very early start-up stages of an organization's existence. Reaching agreement on size and scope, roles and responsibilities, priorities, funding and spending can be difficult. Some organizations call on IDA for help when they find they are in a crisis. And some organizations seek help even though they are functioning smoothly – because they want to become even better at what they do or they want to anticipate changes that may be just around the corner.

***Information Services***

IDA provides organizations with answers to many questions, like:

- How long does it take to organize and set up a business improvement district?
- What can I do to maximize available parking and reduce customer complaints?
- Where can I find someone to design a retail recruiting plan for my organization?
- What can I do about the increasing number of homeless people in my downtown?
- We're losing our last department store. What can I do with the empty building?
- How can I convince property owners and city officials that a BID will work?

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**ACTION PLAN FOCUS**

***Short Term***

Focus programmatic expectations (back to basics) and bring them in line with current resources:

- IDA is a membership organization that exists first and foremost for the benefit of its members.
- Membership organization, member recruitment and retention are IDA's lifeblood.
- A staff-driven, ongoing, systematic, technology based membership recruitment program is top priority.
- Define membership retention in terms of value received for membership – benefits that make continued IDA membership a must, e.g. networking and information sharing with peers on and offline; best practices; how-to programming; advice from experts.
- In defining value and benefit, recognize subsets of interests, e.g. downtown professionals with regional interests, Canadians, big city program directors versus small city program directors, overseas members, and veteran practitioners versus new leaders.
- Select appropriate mediums to be used in delivering member benefits, e.g. conferences; and a website delivery system with real time sharing capability.
- Some vehicles for delivering key member benefits may be outsourced, e.g. panels directed by an individual or entity via contract; or, national policy/advocacy provided by Council of Past Chairs.
- Cultivate and maintain relationships with other related national associations.
- Cultivate and strengthen international relationships with short-term emphasis on U.S. and Canadian membership and membership services.
- IDA board committees reduced in number to reflect a narrower scope of work – fewer committees, fewer staff resource demands.

***Long Term***

- Develop additional resources to support a broad, robust aspirational downtown/urban work agenda.

**ABOUT THE LOCATION:**

The IDA's headquarters is located just blocks from the White House in Washington, D.C. The **District of Columbia**, commonly referred to as *Washington, the District*, or simply *D.C.* is the capital of the United States, founded on July 16, 1790. The City of Washington was originally a separate municipality within the Territory of Columbia until an Act of Congress in 1871 effectively merged the City and the Territory into a single entity called the District of Columbia. It is for this reason that the city, while legally named the District of Columbia, is known as Washington, D.C. The city is located on the north bank of the Potomac River and is bordered by the states of Virginia to the southwest and Maryland to the other sides. The District has a resident population of 588,292; however, due to commuters from the surrounding suburbs, its population rises to over one million during the workweek. The Washington Metropolitan Area, of which the District is a part, has a population of 5.3 million, the eighth-largest metropolitan area in the country.

**LEADERSHIP AND ORGANIZATIONAL PROFILE:**

The President will provide vision, guidance and strategic direction for the membership programs and services provided by the International Downtown Association. The President will facilitate and lead staff and board efforts to achieve the vision, mission and goals of IDA as approved by the Board of Directors. The President has full P&L responsibility. The President will demonstrate knowledge and expertise with regard to the management of professional associations, marketing, membership services, and advocacy. The President will demonstrate openness to ideas from a variety of sources and focus on achieving “best in class” outcomes.

The successful candidate for this position must be a transformational leader, highly collaborative and inclusive with the ability to successfully manage current programs while developing new membership-driven services and strategic initiatives for IDA. The ideal candidate will be adept at forming mutually beneficial partnerships with other business, community, and professional organizations throughout the world.

**SCOPE AND RESPONSIBILITIES:**

*Note: The listed duties are only illustrative and are not intended to describe every function that may be performed by this job. The omission of specific statements does not preclude management from assigning specific duties not listed if such duties are a logical assignment to the position.*

**FUNCTIONAL COMPETENCIES**

***Membership:***

Because IDA is so dependent on its members, membership recruiting, retention, and satisfaction are a top priority responsibility for the successful candidate.

- Reinvalidate the entire membership program, including recruiting and retention.
- Engage and provide support for volunteers enlisted to undertake membership recruiting and retention efforts.
- Develop compelling collateral membership materials.
- Utilize social networking and other new methods to support ongoing membership efforts.

***Personnel Management:***

- Oversee the management of IDA staff including hiring, firing, performance reviews, salary and benefits administration, policy and general supervision.
- Develop and implement continuous improvement initiatives, better business practices and an organizational structure that will optimize performance and operating results.
- Promote a working environment of excellence, external and internal collaboration and professional standards for the organization. Build accountability into the culture.

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***Financial Management:***

- Oversee the general finances of IDA.
- In concert with the Finance and Executive Committees, develop an annual budget for IDA's annual operations that delineates projected revenues and expenses and a projected net profit as appropriate.
- Lead, direct and develop IDA's membership and retention campaigns.

***Program Development and Management:***

- Responsible for all strategic planning and organizational policy as developed in concert with the Board of Directors.
- Responsible for planning, organizing, and execution of board and executive committee meetings with the Chairman of the Board as well as staff support for all ancillary roles of the Chairman.
- Aggressively develop and execute sponsorship fund-raising strategies which further the mission and financial growth of IDA.
- Develop the long-term goals and direction of IDA to continuously support the growth and development of the organization.
- Align and coordinate IDA with other like-minded organizations to develop programs and sponsorships that are mutually beneficial.
- Develop a long-term strategic plan and annual business plan with measurable objectives for delivery of successful outcomes on all IDA programs; align objectives with annual budget revenue and expense projections.
- Provide oversight, support and direction to on-going programs at IDA.
- Communicate regularly to the Executive Committee and Board of Directors on IDA programs and activities, political issues and other issues relevant to the success of IDA.
- Generate relationships and maintain effective contact with federal, state, and local officials as well as other business and community organizations pertinent to or aligned with IDA initiatives.
- Develop and maintain professional relationships with business and community organizations, local and state government, executive staff and elected officials.

***Public Policy Development and Public Relations, Marketing:***

- Represent and promote IDA and its policies and objectives in a variety of public forums, including with federal, state and local government elected leaders, partnering organizations and individual businesses.
- Create messages related to public policy positions of IDA that will articulate the impact on cities.
- Develop strategic direction and execute strategies related to marketing and communications to ensure that all IDA members and the public are informed of IDA's activities and achievements and.
- Increase the exposure of IDA through the effective use of public media. Develop ongoing relationships with target media, reporters and editorial writers.
- Oversee development of marketing messages, collateral materials and website content.
- Recommend goals and objectives to the Board of Directors which will enable IDA to achieve its mission.

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**LEADERSHIP COMPETENCIES**

***Relating to People***

- Leading and Directing – Inspires and leads through clear vision and directions, organizing and enabling resources and making critical decisions.
- Managing and Leveraging Relationships – Invests in relationships to successfully influence and build shared goals and achieve optimal business solutions and results.
- Communicating and Presenting – Shares ideas and information across diverse audiences and entities to drive business performance and effectiveness.

***Conceptualizing and Analyzing***

- Strategic and Thinking Agility – Attuned to changing dynamics facing the organization; leverages sharp business acumen to develop opportunities and strategies for organizational success.
- Analyzing and Deciding – Makes sound rational decisions by thoroughly analyzing all aspects of a problem or issue.

***Managing and Executing***

- Executing for Results – Drives performance through expert management and execution of business plans and activities.
- Fostering Innovation and Change – Embraces and promotes innovation and change as a way to enhance personal, team and organizational effectiveness.

***Managing Personal Effectiveness***

- Upholding Standards – Consistently adheres to and upholds clear professional and ethical standards that complement those of the organization.

**EXPERIENCE PREFERRED:**

- A minimum of 10-15 years of executive level management experience which could include private industry, trade associations, downtown/economic development organizations or related public sector or not-for-profit entities. The ideal profile of career experiences would include a blend of the above mentioned sectors including an executive level role in a membership-driven, entrepreneurial environment.
- A proven successful executive with the ability to provide dynamic internal and external leadership to IDA to achieve revenue objectives, budgeted annual gross and net revenue, and other program and financial goals within the annual business plan.
- A successful senior level executive with a demonstrated record of delivering results in line with the objectives of the business plan. Ability to develop and execute strategic business or political strategies and manage the tactical execution to achieve desired results.
- An individual who is credible, passionate and comfortable articulating the value of “vital and livable downtowns” to business and community leaders.

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- A business person with a track record of successful involvement at the leadership level in community organizations, trade/professional associations and public sector organizations.
- An excellent internal leader recognized for the ability to develop, motivate and build functional teams that regularly achieve and maintain superior levels of performance.
- Demonstrated ability to establish and maintain a credible reputation and high profile presence in the world community on behalf of an organization.
- Proven excellence in written and oral communication and proven media experience.
- Knowledge and understanding of public policy and political dynamics.
- Proven track record in soliciting and securing sponsorship dollars from public and private sectors.
- Proven experience in political affairs with a track record of successfully influencing opinions of elected officials and in directing the focus of public policy initiatives.

**PERSONAL ATTRIBUTES:**

- ***Key Attributes:*** Trustworthiness/believability, professional appearance, highly developed interpersonal and communications skills, results oriented, global thinker, diplomatic, ability to multi-task, strong public communication skills, open-minded to differing views, persuasive, quick thinking, outgoing and approachable, excellent time management skills, strong leadership ability, conflict resolution skills, negotiation skills, and ability to influence.
- ***Industry Acumen:*** Knowledgeable in current and possible future practices, trends, and other information affecting IDA industry and the business sector. Understands competitive and economic issues; is aware of the political landscape for change and how collaborative strategies amongst organizations work in the marketplace. Recognizes and understands the value proposition for IDA membership.
- ***Member Focus:*** Dedicated to meeting the expectations and requirements of internal and external customers; effectively articulates member value and promotes IDA programs and services; talks and acts with member value in mind; establishes and maintains effective on-going relationships with board members and IDA members and gains their trust and respect.

**EDUCATION:**

A bachelor's degree is required; master's degree preferred.

**COMPENSATION:**

Salary will be competitive and commensurate with experience and qualifications.

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**APPLICATIONS:**

Nominations and applications, along with a complete resume and four references should be sent to:

***David P. Smith***  
Executive Vice President and  
*Economic Development Sector Leader*  
DHR International  
412-261-1492 Ext 16 (Office)  
412-498-3703 (Cell)  
[dsmith@dhrinternational.com](mailto:dsmith@dhrinternational.com)

**APPLICATION DEADLINE: IMMEDIATE OR UNTIL THE POSITION IS FILLED.**