



Preliminary Position Specification

Atlanta Beltline, Inc.

President & Chief Executive Officer

December 2012

CONFIDENTIAL POSITION SPECIFICATION

Position	President & Chief Executive Officer
Company	Atlanta Beltline, Inc.
Location	Atlanta, Georgia
Reporting Relationship	Board of Directors, Atlanta Beltline, Inc.
Website	www.beltline.org

COMPANY BACKGROUND/CULTURE

The Atlanta Beltline is the most comprehensive economic development effort ever undertaken in the City of Atlanta and among the largest, most wide-ranging urban redevelopment and mobility projects currently underway in the United States. The Atlanta BeltLine is a sustainable redevelopment project that will provide a network of public parks, multi-use trails and transit along a historic 22-mile railroad corridor circling downtown and connecting many neighborhoods directly to each other. Other components of the project include public art, historic preservation, brownfield remediation, affordable workforce housing and economic development. Atlanta BeltLine, Inc. (ABI) is the entity tasked with planning and executing the implementation of the Atlanta BeltLine in partnership with other public and private organizations, including City of Atlanta departments.

Atlanta BeltLine, Inc. (ABI) is a Georgia nonprofit entity created by the Atlanta Development Authority (d/b/a Invest Atlanta) in 2006 to implement the Atlanta BeltLine Project on behalf of the City of Atlanta. Invest Atlanta is the Redevelopment Agent for the City of Atlanta responsible for managing all of the Tax Allocation Districts in the City and the completion of the Atlanta BeltLine Project. The Atlanta Beltline project is being funded by BeltLine Tax Allocation District funds, which are tax revenues from the City of Atlanta, The Atlanta Public School System and Fulton County. Additionally, ABI leverages other federal, state and local funding and private investment in the Atlanta Beltline. The Beltline Partnership is a 501(c)(3) organization that works closely with the Atlanta Beltline to raise awareness and funding for the project and serves as a link to the private sector.

ABI is managed by a Board of Directors that consists of nine members. The Board is comprised of four members appointed by Invest Atlanta (including the Mayor of the City of Atlanta and the Chair of the Community Development and Human Resources Committee). The Fulton County Board of Commissioners, the Atlanta Board of Education, and the Atlanta City Council each appoint a member to the ABI Board. Two members are appointed by the Atlanta Beltline Partnership.

As implementation agent for the project, ABI is responsible for the delivery of the project subject to the oversight of Invest Atlanta and the ABI Board. ABI, as a separate legal entity, is free to perform services for other entities and the City of Atlanta. If these projects are not funded by the BeltLine TAD, they are not subject to the oversight of Invest Atlanta. Examples of these types of projects include the Historic Fourth Ward Park and the Edgewood Avenue Bridge projects.

To accomplish all this, Atlanta Beltline has built a small but exceptionally competent team in design, real estate, program management, communications, finance and community engagement. Furthermore, the ABI team has built dynamic relationships with its four key partners:

- Invest Atlanta, the city's official economic development agency
- The Atlanta Beltline Partnership, separate nonprofit entity charged with raising funds, awareness and broad community support for the Beltline;
- The PATH Foundation, a local nonprofit with a sterling reputation for "building trails, building communities" in a highly cost-effective way; and
- The Atlanta arm of Trust for Public Land, the national conservation and open-space resource for landowners, government agencies and community groups, which commissioned the 2004 report that set the stage for the overall project, The BeltLine Emerald Necklace: Atlanta's New Public Realm

Numerous other groups are playing a vital role in helping Atlanta and the metro area realize the Atlanta BeltLine's promise. The Atlanta BeltLine must build on Atlanta's long history of successful public/private partnerships. Similarly, the BeltLine planners must be sensitive to stakeholder needs while pursuing, shaping and executing the long-term vision.

KEY RESPONSIBILITIES

Specifically, the successful candidate will be responsible for the following:

- **Strategic Direction.** In conjunction with the Board of Directors, refines and implements the long-range strategic plan for Atlanta Beltline Inc. Facilitates the development and successful implementation of the organization's vision, as well as strategic and operational plans and goals.
- **Board and Stakeholder Relations.** Builds and maintains strong relationships and open communications with the Board of Directors and the special relationships that exist with public, private and governmental stakeholders.

- **Community Leadership.** Serves as a leader, a visionary, and alliance builder within the City of Atlanta and Fulton County insofar as the Atlanta Beltline Project impacts the community.
- **Advocacy/Public Policy.** In conjunction with the Board, identifies priority public policy issues. Ensures effective representation before relevant government bodies to achieve desired outcomes. Collaborates successfully with other organizations in advocating these goals.
- **Spokesperson.** Serves as a principal spokesperson for ABI.
- **External Relationships.** Works closely with a wide-range of constituencies in both the public and private sector, to build and support coalitions consistent with ABI's overall mission and priorities.
- **Administration.** Attracts, develops, and retains a strong staff; manages a highly effective and efficient organization as measured by achievement of priority goals. Develops and effectively manages annual budgets that are aligned to the strategic goals of the Chamber. Ensures financial soundness, transparency and a balanced budget annually.

PERFORMANCE OBJECTIVES

Atlanta BeltLine, Inc. operates and measures its progress against a five year plan which is updated annually. The new CEO with the support of the ABI staff and working closely with the Board of Directors and other stakeholders will be expected to lead the development, approval and implementation of this plan at both the strategic and specific goal levels. The current performance objectives include the following general areas:

- Communications – proactively use multiple media and communication formats to convey timely information to the public.
- Community Engagement – continue to implement the Community Engagement Framework to ensure effective education and outreach to the public.
- External Affairs – proactively engage elected officials and stakeholders for outreach efforts.
- Funding Development – identify opportunities to obtain funding. Leverage alternative, local, state and federal funding opportunities.
- Operational Excellence – promote the utilization of best operational practices throughout the Atlanta BeltLine.

- Partner Collaboration – continue to strengthen partner relationships to leverage external resources that will support various development aspects of the Atlanta BeltLine.
- Program Implementation – continue to develop and construct the Atlanta Beltline in an equitable and sustainable manner around specific areas to include:
 - Affordable Housing
 - Art and Design Inclusion
 - Corridor Design
 - Economic Development
 - Parks and Trails
 - Planning/Zoning
 - Right of Way Acquisition
 - Transit & Transportation

PROFESSIONAL EXPERIENCE/QUALIFICATIONS

The ideal candidate should have experience and a demonstrated record in areas related to the following:

- Project management and execution related to complex projects, preferably experience related to economic development and/or urban redevelopment projects and transit.
- Organizational leadership and governance including a detailed understanding of financial and business process procedures and controls.
- Long range strategic planning related to multi-year complex projects.
- Communications and collaboration with partners, governmental agencies, communities, general public, employees, donors, the media and advisory boards.
- Funding of public/private partnership projects, including Tax Allocation Districts, other federal, state and local funding and private investment and donations.

The ideal candidate should also be:

- A strong collaborator, capable of engaging and effectively working with partners, donors, communities and other stakeholders, while insuring that the Atlanta BeltLine is implemented in a manner consistent with the highest standards established in the original vision and the updated implementation plan.
- A superb communicator and leading advocate for the Atlanta BeltLine.

LEADERSHIP CHARACTERISTICS

See attached worksheet.

EDUCATION

- Undergraduate degree required.
- MBA or other graduate degree preferred.

COMPENSATION

Atlanta Beltline, Inc. will offer an attractive compensation package.

KORN/FERRY CONTACTS

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