



Job Description: Chief of Operations Management (COM)

The Chief of Operations Management (COM) of Downtown Partnership of Baltimore (DPOB) has responsibility for oversight of day-to-day front-line operational functions of the organization. Reporting to the President of DPOB, the COM is a key member of the senior management team.

In consult with President, the COM's primary responsibility is to oversee the operations of the Downtown Management Authority, authorized by the 1992 Maryland General Assembly, which created a downtown commercial district management authority. Under the DMA, the COM has responsibility for supplemental services within the district to include Public Space Maintenance, Hospitality and Safety, Parks Plazas, and Greenspaces, Community Outreach, and Capital Projects Divisions. Collectively, these divisions provide the frontline services for the 106-block area within the Downtown Management Authority (DMA). Ensuring that these frontline services meet stakeholder expectation will require the COM to build, manage, and maintain external and internal capacity to meet organizational goals.

Essential Functions:

Externally the Chief of Operations Management is responsible for developing and maintaining relationships with Federal, State, City, private, and non-profit entities to leverage resources to support the Operations Team in its mission to make downtown Baltimore safer and cleaner. Primary budgetary resources derive from property tax surcharge under a Downtown Management Authority agreement with Baltimore City. As the leader of operations, the COM engages collaboratively with Chief Marketing Officer (CMO) to support marketing initiatives which promote visibility to the downtown district.

Internally, the COM engages with operational vice presidents and front-line staff to draft divisional strategic plans, create operational policies and procedures, define benchmarks and metrics for success, gather and analyze data to measure the effectiveness of the deployment of resources to meet the requirements of the Downtown Management Authority agreement. The COM develops, implements, and oversees core systems and processes that drive how the operations unit operates. These systems include project team staffing and allocation, utilization tracking and reporting, and performance management.

In addition to overseeing the front-line operations of DMA/DPOB, the COM plays a significant role as a member of the Executive Team. Along with the Chief Marketing Officer and Chief Financial Officer he/she provides advice, guidance, strategic and operational support on behalf of DPOB and board initiatives. The COM collaborates with Economic, Marketing, Finance and Human Resources teams to build relationships with members, partners and stakeholders which support development objectives, business attraction and retention.

The COM should have extensive senior leadership experience in a similar role. As a passionate, dynamic, and collaborative leader he/she must be highly driven to achieve excellence and is comfortable managing

in an environment with competing priorities. The ideal candidate can drive tactical operational excellence while enabling growth and scaling. The COM will implement workflow processes, manage division leaders, have successful outcomes with automation/integration, technology implementation, employing success metrics, and overall operational efficiency. As a proactive leader, he/she will leverage the historical knowledge of current team members, while at the same time bringing fresh, innovative, and practical strategies to drive performance.

Roles and Responsibilities:

- Collaborates with DPOB's President and members of the Executive Committee to articulate annual and strategic objectives along with operational strategy designed to improve public safety and cleanliness within the DMA
- In cooperation with Vice Presidents, creates comprehensive goals and establish KPI's to maintain accountability and measure success in line with guidance provided by the President
- Evaluates performance and outcomes by analyzing and interpreting data and metrics
- Implements a set of effective and efficient systems, including staffing and resource allocation, utilization tracking and reporting, tracking, and reporting on financial targets
- Overseas drafting of operational policies and procedures that support DPOB culture and vision
- Communicates openly and efficiently across all staff to ensure efficient coordination
- Supports multi-disciplines approaches to problem solving by including Economic Development, Marketing, Human Resource and Finance teams
- Leads employees to encourage maximum performance and dedication to DPOB
- Strategically and proactively works with HR to recruit qualified staff to plan for future needs
- Builds and encourages an environment of engaged high performing employees
- Communicates strategic and tactical plans to all key stakeholders

Skills and Experience

- Minimum of 10 years demonstrated success working as a State or City Agency Director or Deputy Director, COM, Chief of Staff, or related position that required senior leadership across multiple teams
- Bachelor's degree required, MBA, MPA, MPP, or graduate degree highly desired
- Strong preference for a Juris Doctor (JD)
- Experience improving efficiency and developing KPIs to drive operational and financial objectives
- Proven track record of knowledge sharing and workflow best practices that address key objectives and resulted in growth/scaling of an organization
- Outstanding organizational and leadership abilities
- Excellent people management, leadership and developmental skills
- Internal candidates require a completion of a successful six-month experience indicated by a lack of any disciplinary actions

Qualifications:

- Strong preference will be given to candidates that are City residents or with exceptional history of commitment to downtown Baltimore and the city community
- Demonstrates the highest level of integrity and honesty

- Analytically rigorous and quantitatively comfortable with an understanding of financial metrics
- Provides clear and strategic direction, plans, and organizes well, sets a clear and simple course of action holding others accountable
- Entrepreneurial spirit and experience in developing an operations team who collaborate across divisions to successfully achieve the goals of the DMA
- Ability to establish and maintain credibility and trustworthiness
- Clear and direct communicator, approachable and accessible, an active listener responsive to members, colleagues, and staff
- Leads change and innovation, challenges the status quo, embraces technology, puts forward creative ideas
- Champions and implements process improvements, and gathers the ideas of others

Position Type/Expected Work Hours

- This is a full-time exempt position on site at DPOB – 20 S. Charles Street, Baltimore, MD 21202
- Occasional evening and weekend activities may be required as the job duties demand.
- The role reports to the President of Downtown Partnership of Baltimore

Physical Demands

- The position is an integral part of DPOB and involves a full range of mobility.
- Regular use of arms, hands, and fingers in a range of duties to include use of a computer keyboard, telephone and copier
- Vision levels which include close, distance and peripheral vision