

## Position Profile

For

## Operations Manager - Preservation



Dubuque, Iowa

November 2020

## Client Organization

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Founded in 2015, Heritage Works, a 501[c] (3) corporation is a comprehensive resource for those engaged in preservation and redevelopment projects in the Dubuque area. The organization is focused on three primary objectives:

- ✓ facilitating collaboration for catalytic preservation and restoration projects, including help in gathering financial assistance for such projects
- ✓ community and governmental advocacy emphasizing the importance of historic preservation
- ✓ educational programming highlighting Dubuque's rich historic and architectural heritage

In creating the following statement, Heritage Works and their board sum up their dedication to the Dubuque area:

### **Mission**

***Heritage Works preserves, protects and promotes historic architecture as one of the Dubuque, Iowa region's unique assets in attracting people, investment and jobs.***

In order to carry out their Mission, Heritage Works:

- Forms partnerships with individuals, businesses, government and other organizations committed to high quality, transformative historic preservation projects and practices.
- Assists in creating vocational training opportunities to develop the next generation of craftspeople and artisans skilled in the best restoration techniques.
- Educates the community about the cultural, environmental and economic benefits of historic preservation.

There is a reason Heritage Works was established. By looking at the numbers, Dubuque is a unique community who deserves an investment in the plethora of historic buildings, landmarks, properties, and districts in the area.

- 17 National Register Historic Districts with 1,317 designated contributing historic properties
- 43 National Register of Historic Places Properties
- 6 Local Historic Districts with 615 designated contributing historic properties
- 9 Local Conservation Districts
- 11 City Designated Historic Landmarks
- 6 Urban Revitalization Districts

Dubuque has a storied history. Dubuque was the first permanent European settlement in what would become the state of Iowa. In 1833, the area where Julien Dubuque settled and worked was opened up to settlement by the United States Government. Miners created a settlement, which eventually became the city of Dubuque.



Dubuque Brewing and Malting Complex

Following its establishment, the first settlers in Dubuque started creating breweries from about 1860's up to the turn of the century. There were 17 different breweries operating in Dubuque to supply not just the city, but the entire Tri-State area. In fact, Dubuque rivaled Milwaukee in the amount of production and geographic scope that it reached. The Dubuque Brewing and Malting building is an example of a wonderful architectural landmark on the north side of the city. Designed by Louis Lehle, a well-known brewery architect from Chicago, the complex was designed in the

Richardsonian Romanesque style. Click on the picture to take a video tour of the exterior of the Dubuque Brewing and Malting complex.

In 2019, Heritage Works hosted Bob Yapp, a national window restoration expert and former host of About Your House. Yapp offered a wood window restoration presentation and workshop. This weekend boot camp event started with a 4-hour overview workshop at Steeple Square's Honkamp Hall where participants learned and practiced a variety of techniques like paint stripping, removal of glazing and glass, sash repairs, weatherization, and window re-glazing. The next day attendees participated in an intensive workshop where they restored three historic windows. This boot camp provided an opportunity for contractors, homeowners and young tradespeople to learn a new skill that will benefit the historic architecture in the area.



Window Restoration with Bob Yapp

For an interesting and informative read about Dubuque's commitment to preservation, read the article from the fall 2018 issue of Preservation Magazine, [Finding Dubuque: An Iowa City Rediscovered Its Sense of Place](#) written by Lisa Selin Davis.

## Community

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Dubuque is the county seat of Dubuque County, Iowa and is located along the Mississippi River. The city lies at the junction of Iowa, Illinois and Wisconsin, a region locally known as the Tri-State Area. Geographically, it is part of the Driftless Area, which means the region escaped the flattening effects of glaciation during the last ice age and is characterized by steep, forested ridges, deeply carved river valleys, and karst geology characterized by spring-fed waterfalls and cold-water trout streams. Ecologically, the Driftless Area's flora and fauna are more closely related to those of the Great Lakes region and New England than those of the broader Midwest and central



Plains regions. It is one of the few cities in Iowa with bluffs and a tourist destination featuring the city's unique architecture and river location. It is home to five institutions of higher education, making it a center for culture and learning.

Dubuque has several buildings on the National Register of Historic Places, including the [Dubuque Arboretum and Botanical Gardens](#), the [Dubuque County Courthouse](#) with its [Beaux-Arts](#) architecture, the Five Flags Theater built in 1910, the [Fourth Street Elevator](#) (also known as the Fenelon Place Elevator), which is the shortest and steepest railroad in existence, and takes passengers up and down one of the large bluffs that dominate the city. The Grand Opera House, a large theatre in downtown Dubuque was designed by [Willoughby J. Edbrooke](#) and erected in 1890. The [Julien Dubuque Bridge](#) is also a national historic landmark as is the [Shot Tower](#), which was used to produce lead shot and is one of the few such towers left.

Public high schools in Dubuque include Hempstead and Dubuque Senior High. Private high schools include Wahlert Catholic and Anna B. Lawther Academy. There are ten public elementary/middle schools and six private elementary/middle schools. Colleges and universities include: University of Dubuque, Loras College, Clarke University, Emmaus Bible College, Capri College, Wartburg Theological Seminary (Lutheran), St. Pius X Seminary (Roman Catholic), and the University of Dubuque Theological Seminary (Presbyterian).



Dubuque has a regional airport and two hospitals, UnityPoint Health Finley and Mercy Medical Center. Dubuque's unemployment percentage is significantly below the state average and the percentage of the population with a bachelor's degree or higher is above the state average. Dubuque is centrally located amongst several major metropolitan areas. Mileage to various Midwestern metros include: Chicago, IL (175), Des Moines, IA (200), Madison, WI (90), Milwaukee, WI (172), St. Louis, MO (335), and Quad Cities (70).



Population in Dubuque is 96,900 with 37.1 being the median age. 2.9 million People live within 100 miles of Dubuque and 66.8 million people live within 500 miles. The cost of living in



Dubuque is 12% below the national average; the town is #48 on Forbes Best Small Places for Business and Careers. There are 49 parks, two Disc golf courses, 19 tennis courts, four accessible fishing piers, four skate parks, an in-line hockey rink, eight softball fields and one baseball field. There is also an extensive trail system for bikers, hikers, and walkers throughout the county on more than 73 miles of perfect trails.

The business climate in Dubuque is thriving and career opportunities are plentiful. Dubuque's economy is recognized as one of the strongest in the country, influenced by the City's creativity, innovation, resilience, and leadership. Dubuque has received countless awards for their economy and quality of life in the community. With a skilled, educated, and qualified workforce, an exceptional education system, multi-modal access to global markets, outstanding public/private partnerships, unsurpassed natural beauty, and affordable cost of living and work/life balance, it's no wonder people want to call Dubuque home! Visit the following links to learn a little more about Dubuque, its resiliency, its people, and its economy.

[Reclaiming Dubuque](#) | [City of Dubuque, IA](#)



Interested in enjoying the sights and activities Dubuque has to offer? You may want to start at the [National Mississippi River Museum & Aquarium](#), which is part aquarium, part museum, and part science center. Your whole family can enjoy educational experiences where history and rivers come alive! Or for a little exercise, take the whole family to Vertical Jump Park, explore [Crystal Lake Cave](#), where you can see ancient stalagmites and a menagerie of crystal formations, or cool off at the Grand Harbor Waterpark. Everyone enjoys visiting the [Field of Dreams](#) movie site in Dyersville, just a short distance from Dubuque. On August 13, 2020, the New York Yankees were scheduled to face the Chicago White Sox at the Field of Dream's location, however due to the coronavirus, the game has been rescheduled to 2021.



If you like snowboarding, cross country skiing or ice skating, Dubuque can accommodate your winter activity schedule at Sundown Mountain Resort, Swiss Valley Nature Preserve & Nature Center or the Mystique Community Ice Center. Or take the family to a Fighting Saints hockey game. You may want to visit the Smithsonian-affiliated [Dubuque Museum of Art](#), attend a [Dubuque Symphony Orchestra](#) event, or get tickets for an upcoming live theater event at [Dubuque's Grand Opera House](#).

There's plenty to do in this Midwest jewel, home of America's River. Explore Dubuque's street art where you will find over 25 original murals scattered throughout the historic downtown area. Visit St. Luke's United Methodist Church, which is home to the world's 5<sup>th</sup> largest collection of Tiffany stained glass windows. Enjoy an outstanding view atop one of Dubuque's many bluffs, at Julien Dubuque's Monument at Mines of Spain, or at Lock & Dam #11, which is a wonderful place to watch eagles, barge traffic and pleasure craft move through its 600 ft. long chamber. Finish your day by enjoying a meal at the Convivium Urban Farmstead or taste the work of Kevin Scharpf, who appeared on Bravo's Top Chef while eating at the Brazen Open Kitchen. The Copper Kettle features craft beer and comfort food or visit the charming L. May Eatery, Pete's Thai Kitchen, Mario's Italian Restaurant. Enjoy a special treat at Betty Jane Home Made Candies who has been serving homemade chocolates since 1938. As Iowa's oldest city, Dubuque has remade its Mississippi River waterfront as a live destination. River's Edge Plaza, a 5,000 square foot outdoor pavilion, serves as a landmark for Mississippi riverboats and excursion vessels and a wonderful outdoor location to enjoy festivals and music on the banks of the Mississippi.



### Position Summary

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The Preservation Operations Manager will be an experienced historical preservation professional. As second in command to the CEO, the Preservation Operations Manager helps execute Heritage Works' mission to promote community vitality by leading and inspiring people to connect with historic places and by providing direct assistance to organizations, businesses and individuals who are undertaking historic preservation projects or are working to revitalize communities. The Preservation Operations Manager serves as an advocate for preservation, promoting its entrepreneurial and economic-development potentials and builds relationships with people in the community, organizations, governmental entities, construction professionals and others to further the organization's mission.

### Reporting Relationship

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#### **Duane Hagerty, Chief Executive Officer**

The Preservation Operations Manager reports to the CEO, Duane Hagerty. Duane is an historic preservation consultant, architectural historian and an attorney with over 22 years of legal experience in the areas of real estate transactions, commercial law, taxation and business organizations. Duane grew up near Dubuque, Iowa. He received his Bachelor of Arts, magna cum laude, in Political Science from the University of Northern Iowa, his Juris Doctor, cum laude, from the University of Minnesota and his Master of Science in Historic Preservation from The School of the Art Institute of Chicago. He relocated to Dubuque to lead Heritage Works.

## **Additional Employees | Board of Directors**

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### **William Doyle, Preservation & Programs Manager**

Bill is an architectural historian, GIS specialist and a skilled architectural draftsman. Bill grew up in Denver, Colorado, where he received an associate's degree in architectural drafting from Red Rocks Community College. Bill went on to earn a bachelor's degree in Anthropology and a master's degree in Historic Preservation from the University of Colorado, Denver. Bill interned at Historic Denver where he completed a citywide architectural survey. In 2018, Bill moved from his hometown of Denver to Dubuque.

### *Heritage Works Board of Directors:*

#### **Dave Klavitter, Board Chair**

Chief Marketing Officer, Dupaco Community Credit Union

A founding member of Heritage Works, Dave serves on the City of Dubuque Historic Preservation Commission, as well as the board of the American Red Cross, where he is a long-time disaster volunteer. In addition to his Commission involvement, Dave brings solid skills in marketing and communications.

#### **John Gronen**

President, Gronen

#### **Mary Gronen**

Vice President, Gronen

John and Mary are founding members of Heritage Works. They created Gronen, a company specializing in historic rehabilitation projects seldom approached by other developers where adaptive re-use of classic but neglected buildings has been the main focus. Since the formation of the company in 1999, Gronen has restored nearly a half million square feet of commercial and residential space in downtown Dubuque, managing approximately one hundred sixty residential units, a mix of Affordable Housing, Workforce Housing and Market Rate Housing. The completed projects have brought new life into the urban areas they inhabit, creating historic store fronts filled with eating establishments, retail and office space, as well as providing space for non-profit organizations that serve the downtown community. In addition to Heritage Works, the Gronens are co-founders of the Four Mounds Foundation HEART Program, as well as founders of Smart Growth Development Coalition.



**Flint Drake**

Attorney, Drake Law, P.C.

Flint has been a Board Member of Heritage Works since 2015. As an attorney, Flint brings solid legal expertise to the Board. He is instrumental in helping property owners structure real estate transactions to facilitate redevelopment of historic properties.

**Debi Butler**

Owner, Treetop Properties

Debi has been a Board Member of Heritage Works since 2015. With a strong commitment to the Dubuque area, Debi's skill set includes property redevelopment, philanthropy and community engagement.

**Susan Farber**

Co-Owner, Magoo's Pizza

Susan has been a Board Member of Heritage Works since 2018. A native of Dubuque, Susan's skillset includes historic property redevelopment, finance, philanthropy, and community engagement.

**Unique Opportunity**

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- ✓ The Board and employees of Heritage Works are very passionate and committed about the mission and preservation.
- ✓ Duane and Bill have a passion for architecture, history and historic preservation. They are subject matter experts and proactively advocate for initiatives in the community, which leads to a great deal of consulting work.
- ✓ Areas of weakness include communication, marketing, membership engagement and fundraising outreach. This will be an opportunity for the right candidate to make a huge difference in this organization.
- ✓ Heritage Works has a positive reputation in the Tri-State (Iowa/Illinois/Wisconsin) area.
- ✓ Current and future pipelines in consulting are solid.
- ✓ The CEO is articulate and has deep subject matter expertise. As an attorney he can articulate a point of view and be an effective advocate with policymakers. His articulation combined with his thoroughness of projects, will be a huge benefit to the person in this role.
- ✓ There will be an opportunity to develop a consulting practice, which requires completion of assignments in a timely fashion.

## **Overall Responsibilities**

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The Preservation Operations Manager is instrumental in implementing Heritage Works' powerful strategy that activates community pride and prosperity through the reuse of old buildings, the celebration of culture and histories, and providing support for community. The Preservation Operations Manager will manage Heritage Works' preservation consulting fee-for-service programs, which includes assisting with historic tax credit applications, national register nominations, and preservation planning and design assistance. The Preservation Operations Manager, along with the Chief Executive Officer, is the public spokesperson for the organization and is responsible for its community presence and credibility, promoting and advancing its causes, and overseeing development activities necessary to raise funds to advance its mission. The Preservation Operations Manager is also responsible for developing and maintaining strong working relationships with community members, advocates, funders, key policy makers and organizations that support Heritage Works' community and preservation advocacy.

## **Key Accountabilities**

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### *Historic Preservation Services*

- Oversee Heritage Works' historic preservation consulting projects, including managing program budgets and Heritage Works' staff.
- Efficiently respond to phone and email inquiries from a wide variety of constituents.
- Conduct site visits to advance Heritage Works' mission and project objectives.
- Perform building pre-assessments and assessments for purposes of determining National Register of Historic Places eligibility.
- Provide consultation to historic tax credit qualifying projects and other entrepreneurial-based projects.
- Prepare preservation planning documents, including historic structure reports.
- Coordinate with National Park Service, State Historic Preservation Offices and other state agencies and local governments to assist with historic preservation consulting projects.
- Develop and execute training programs and materials in support of Heritage Works' mission, including historic preservation trades training.
- Develop and maintain resource lists of preservation-skilled professionals, contractors, trades people and consultants.

### *External/Community Relations*

- Along with the Chief Executive Officer, serve as a spokesperson and advocate for Heritage Works, sharing and promoting key messaging and interests to various constituencies including community, members, advocates, funders, key policy makers, small and large businesses, and organizations.

- Establish and maintain productive and collaborative relationships with key stakeholders and donors/potential donors. Assist CEO, the Board of Directors and the Heritage Works Fundraising Advisory Committee with fundraising and development, including cultivation of donors, helping to plan fundraising and outreach events and follow up communications with donors, members and stakeholders.
- Provide advocacy advice and prepare and deliver testimony on historic preservation issues and assist with public policy and other issues in coordination with Heritage Works' staff.
- Write articles and synopses for Heritage Works' communications, newspapers, magazines, social media and other publications and platforms.
- Be an active community member by participating in community events with the goal of everyone knowing you represent historic preservation and Heritage Works
- Expressive and passionate about the mission of Heritage Works.

#### *Finance & Operations*

- In coordination with the CEO, oversee the operations of Heritage Works' office.
- In coordination with the CEO, implement a strong operational plan with processes, systems and structures that support Heritage Works in achieving the goals and objectives within the strategic plan.
- Ensure the fiscal vitality and long-term viability of Heritage Works through monitoring of budgets, grants, expenses and capital assets.
- Assist with fundraising activities.
- Identify and help develop grant proposals and reports in support of Heritage Works' programs.
- Help foster support for Heritage Works: promote the organization in the field, develop and share prospects on a regular basis, and participate in other organization-building activities.

#### *Board Relationship & Support*

- Work with Chief Executive Officer to prepare Board of Directors meeting materials.
- Serve as Board Secretary.
- Provide periodic updates to Board members.

#### *Leadership Attributes*

- Proven success in mentoring, coaching and developing staff to achieve organizational and personal/professional goals.
- High degree of energy, integrity and creativity, as well as the intellectual, organizational and personal qualities to earn respect and cooperation/partnership among diverse constituencies.
- Demonstrated ability to develop, inspire, advance, and retain top talent.

- Demonstrated commitment to advancing racial equity and workplace diversity, equity and inclusion.
- Compelling communicator who is credible, authentic and motivational.
- Collaborative relationship builder with a wide network of complex constituencies.
- Active listener who leads with curiosity and an ability to understand various points of view.
- Ability to build innovative partnerships supporting communities that have historically been underrepresented in historic preservation.
- Understanding of the complex dynamics surrounding historic preservation in Iowa and the surrounding area.

### **Qualifications**

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- Bachelors or Master's degree in Historic Preservation or closely related field (Master's degree preferred)
- Minimum of five years professional experience in historic preservation, including preparation of National Register nominations and historic tax credit applications
- Understanding of state, federal, and foundation grants and technical assistance resources
- Experience in historic preservation planning and technical services, community economic development, public policy advocacy and community revitalization
- Excellent human relations skills and ability to work independently with a wide range of partners including developers, contractors, grant funders, government officials, national, state and regional partners as well as small, and volunteer-run grassroots organizations
- Strong written and oral communications skills and experience in public speaking
- Ability to work both independently and as part of a tight-knit team
- Proficiency in computer programs including MS Office Suite, Adobe Suite and the ability to learn other programs

### **Past Experience**

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- Familiarity with historic preservation and tax credit processes
- Proven track record of exceptional communication, both written and spoken
- Self-starter and good at follow through
- Involvement with community events and part of the community
- Understanding of financials, including P&L
- Proven track record of problem-solving ability
- Leadership/management track record
- Public speaking
- Revenue generator
- Marketing and Board communication



- Consulting project management
- Tax credit partnership and easement program development
- Focused efforts on fundraising and membership development
- Solid background in project management and troubleshooting
- Historic preservation planning/consultation, including preparing National Register nominations and historic tax credit applications

### **What Success Looks Like**

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- Stakeholders will be excited about Heritage Works' story
- Membership and donors (individual and corporate), will increase and revenue for Heritage Works will no longer be a problem
- Creation and execution of a consistent membership benefit package
- Direct press and community outreach efforts will increase the organization's footprint in the community and effectiveness
- With Heritage Works' advocacy efforts and tax credit partnerships, expand stakeholder-base and engage individuals and organizations beyond Dubuque
- Successfully oversee and complete the historic preservation consulting projects on a timely and cost-effective basis to enable consistent cash flow
- Passionate about historic preservation and able to effectively communicate its benefits (cultural, economic, community vibrancy) to the community and to Heritage Works stakeholders
- Leverage of existing board relationships for leads
- Meet and follow-up with donors
- Creation of tools for board and staff to engage donors
- Develop unique friend/fundraising events or activities
- Apply for or direct grant-writing efforts

### **Personality and Strengths**

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- Passion for historical preservation
- Someone who can effect change even if it is not always popular
- Ability to challenge community and help develop better design standards
- High energy
- Fantastic people skills; likes being around people
- Ability to read and understand others
- Attention to detail; Organized
- Inner drive to succeed
- Team oriented

- Effective communicator, both written and spoken word.
- Someone who is fearless when it comes to making contacts, asking questions and getting involved.

### **References and Background Information**

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It is MRG's policy to complete an extensive background and reference check of candidates. Once strong mutual interest has been established, candidates are asked to provide a list of references that should include, but not be limited to a supervisor, peer and a subordinate, when applicable. MRG will respect the issue of confidentiality and will conduct the reference check accordingly. Candidates will be asked to sign a Waiver and Authorization to Release Information for the purpose of the background investigation, which may include verification of education, a credit check, and criminal and driving records, depending upon the position. The Waiver will expire 60 days from the date it was signed. Should an offer be extended prior to the completion of this process, the offer will be made contingent on the successful completion of the reference and background checks. MRG will keep candidates informed on the status of these inquiries.

### **Confidentiality and Equality Statement**

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We fully respect the need for confidentiality of information supplied by interested parties and assure them that their background and interest will not be discussed with anyone, including our client without their prior consent, nor will reference contacts be made until mutual interest has been established. Our client firmly represents the principles and philosophy of equal opportunity for all individuals, including failure or refusal to hire, or to discharge any individual, or otherwise to discriminate against any individual with respect to the individual's compensation, terms, conditions, or privileges of employment, because of such individual's race, color, creed, religion, sex, national origin or ancestry, age, marital status, disability, gender identity, or sexual orientation.

### **Salary**

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Salary is commensurate with experience.

### **Relocation**

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If relocation is required, Heritage Works will consider reasonable and negotiated relocation expenses.

## Benefits

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- Health insurance allowance: For health insurance/dental, we provide \$200/month toward the premium for our group health/dental plans. The employee pays the premium over \$200. The \$200 allowance is only given if the employee chooses to get health insurance through Heritage Works.
- SIMPLE IRA Match: Heritage Works matches contributions to a SIMPLE IRA up to 3% of yearly.
- Vacation: Three weeks of personal time/vacation. Renews on the anniversary date of employment. Time off must be approved by CEO.
- Holidays: Eight holidays - New Year's Day, Floating holiday (between New Years and Memorial Day), Memorial Day, Independence Day, Labor Day, Thanksgiving Day, day after Thanksgiving, Christmas Day.
- Paid Cell phone: Cell phone and plan (including text, data, etc.)