



## LEADERSHIP PROFILE

**Chief Executive Officer  
Northside Development Group**

**Spartanburg, SC**

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We empower resident-led community transformation.

*- NDG's mission statement*

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# The Opportunity

The story of Northside Development Group (NDG) is defined by collaboration and success. Since its inception in 2011, NDG has partnered with residents and community members to develop data-informed renewal and revitalization of the Northside neighborhood of Spartanburg, SC. With much accomplished, NDG seeks a new Chief Executive Officer (CEO) to continue its critical work in building sustainable paths out of poverty and into future prosperity. Also known as the Northside Development Corporation, NDG is a 501c3 nonprofit organization that is the community's quarterback, leading a public/private effort to transform the City of Spartanburg via the Northside Neighborhood. As a member of the [Purpose Built Communities](#) Network, a 20-year proven model focused on holistic placed-based neighborhood transformation, NDG is the only network member in South Carolina.

NDG is a certified community development corporation with over \$17M in assets with a primary focus on creating quality mixed-income housing, diverse community assets, access to health and wellness opportunities, enhanced cradle-to-career education pipeline and increased economic mobility and sustainability for residents. NDG's vision and goal is to transform the neighborhood into a place where existing residents choose to stay, and new residents choose to move.

Together with the 17-member board and community resident leaders, known as the Northside Voyagers, NDG's new CEO will guide the organization into its next phase of success and impact.

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# The Organization

For 14 years, NDG has fostered holistic community transformation by creating new physical foundations and programs to provide residents with access to quality schools, businesses, and recreation areas; all of which have strengthened the community and created lasting hope for generations.

The Northside neighborhood encompasses 400 square acres on the northwest side of downtown Spartanburg. Once home to Spartan Mills, the area supported the largest textile mill in the state and region.

## Northside Development Group's work: The 4 Pillars

- 1. Mixed Income Housing.** NDG believes every neighbor regardless of background or income has access to the kinds of resources and opportunities to support them to lead healthy and prosperous lives. With a variety of ways to support residents, NDG has delivered access to high-quality, affordable and market rate single and multi-family housing. Minimizing displacement, NDG has brought new housing options along with renovations for existing homes and pathways to home ownership via down payment assistance and partners like Habitat for Humanity and Homes of Hope. NDG has targeted and addressed the problems caused by vacant and abandoned properties and renewed the Northside with new housing and commercial infrastructure that respects and reflects the area's history.
- 2. Cradle to College Education.** Developing a pipeline of high-quality schools and wraparound services for neighborhood students is an essential ingredient in positioning NDG to create great futures through:
  - The Franklin School, an early learning center which serves children 6 weeks to 5 years and is celebrating its 5th year of success.



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- The Cleveland Academy of Leadership has achieved the score of Excellence for the past two years after decades of low performance.
- The Family Academy, a critical partnership of NDG and [Spartanburg Academic Movement](#), is designed to improve the trajectory of youth and family lives.

### 3. [Community Wellness.](#)

Through planning and partnership, NDG has established access to medical care, mental health support, healthy food, green spaces and recreation to promote the wellbeing of the neighborhood. Since NDG began, the Northside Neighborhood has seen an 84% reduction in violent crime. Health and wellbeing thrive via partnerships with:

- **AccessHealth** - which helps neighbors connect to health care services, community resources and employment.
- **ReGenesis Health Care** - a non-profit federally qualified health care center located in the heart of the Northside. In 2024 they had 10,256 patient visits.
- **BirthMatters** - which focuses on reducing teen pregnancy and empowers expectant young adults to raise healthy families through doula care.
- **City of Spartanburg** - which launched the Dr. T.K. Gregg Community Center and vibrant parks and green spaces such as the Butterfly Branch Greenway and Voyager Park.

4. [Economic Vitality.](#) NDG has designed critical pathways to opportunities and prosperity through physical infrastructure and programs focused on upward mobility including:

- The Hub - a commercial space featuring 4 food-and-beverage operations and the Wofford College bookstore.
- The Monarch Commissary Kitchen.



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- The entrepreneurial program, [StartMe Spartanburg](#).
- Bringing the weekly farmers' market to the Northside in partnership with Hub City Roots.
- Targeted programs focused on financial literacy training, homeownership workshops, employment pathways and referrals, multiple college scholarships and free tax clinics.



Through Thrive Spartanburg, NDG shares its learning, frameworks, resources, capital and expertise with partners in the surrounding community to help them implement their vision and help the city and region thrive.

### Northside Voyagers

The central and core identity of NDG is resident leadership. The [Northside Voyagers](#) are neighborhood leaders who have driven NDG's direction and success with passion and hard work since its beginning. They have always been, and will continue to be, a part of the decision-making process. Committed to the betterment and growth of the Northside, the group formed as "voyagers" on the journey of changing community in partnership, one brick at a time. The Voyagers' motto is "transforming, transcending, triumphing".

### Centering Community: The Northside and Beyond

*Centering Community: The Northside and Beyond* is the title of NDG's 2025-2029 Strategic Plan. Seven goals were established in the strategic plan, including the work of their four pillars and two internal goals of organizational excellence and storytelling. The seventh goal creates a new initiative called [Thrive Spartanburg](#). Through Thrive Spartanburg, NDG shares its learning, frameworks, resources, capital and expertise with partners in the surrounding community to help them implement their vision and help the city and region thrive.

NDG's current and future work is also defined by its partnership with [Movement 2030](#), a coalition of national and local public, private, and nonprofit organizations. It is a bold plan to advance economic mobility and educational attainment in the Spartanburg area.

# The CEO Mandate

NDG has earned a reputation as an innovative and trusted partner. Always community-centered, the organization brings results and connects resources, both human and financial. As a bridge to governmental and philanthropic entities, Northside has activated the neighborhood's dream of renewal and is seen as a beacon of light for its residents and beyond.

After years of success, NDG's momentum and work is critical to bold ambitions for Spartanburg's future. The decade ahead demands deeper impact and growth. For this, a new CEO will bring excellence to projects and programs through the following mandates:

## Leadership

To strengthen infrastructure, programs, and personnel. The new CEO will:

- Steward the built and human environments, ensuring community-centered development and programs.
- Enhance NDG's role as community quarterback, implementing best practices from Purpose Built Communities and other place-based efforts.
- Lead real estate development, particularly NDG-owned land, to deliver housing for multiple income levels.
- Define, map out and implement the organization's vision for growth as it meets the community's evolving needs.
- Lead as a systems thinker and drive strategy by adopting best practices and learning from the mistakes and wins of other community development efforts.
- Balance the pace and depth of progress effectively.



## Northside Development Group Vision Statement

Safe, strong, and thriving neighborhoods for all.



NDG's work  
***"Moves at the  
speed of trust".***

- Foster a collaborative team culture; inspiring and clarifying roles, systems, priorities and expectations. How the CEO frames expectations and capitalizes on staff capabilities will aid their collective impact.
- Identify gaps and address them proactively.

## Relationships

Relationships have been the center of NDG's accomplishments. With passion and resilience, the new CEO will build and enhance trust within the community by:

- Centering community needs in every decision – *"We move forward, together."* This requires listening and including before acting.
- The CEO must be a trusted collaborator with the Northside Voyagers, neighborhood residents and team members.
- Strengthening partnerships and success with the multiple and important NDG affiliate organizations.
- Actively engaging key stakeholders, funders, policymakers, investors, developers and program partners.
- Managing public policy and governmental affairs efforts.
- Being an active part of Spartanburg's growth and commerce. The CEO will represent NDG as a strong and credible partner and have the know-how to structure complex and sustainable development deals.



## Mission Mobilization

With many collaborations and plans in motion, the CEO must manage and implement:

- Already in progress, the new CEO will activate and execute the strategic plan, ensuring alignment with partners and advancing in conjunction with the neighborhood's master plan.
- To meet the mission, the CEO must maintain a balanced approach to transformation, using data and key performance indicators (KPIs) to track progress and ensure effective implementation. The implementation of Salesforce CRM will be used as a measurement tool.
- Leading NDG's role in Movement 2030 is critical for achieving its goal of long-term growth and sustainability.
- The CEO, together with the team and stakeholders, will expand NDG's reach through Thrive Spartanburg and other regional and national opportunities.

## Investment

Transforming investment into impact, NDG has turned \$25M of investment into \$150M in impactful projects. The new CEO will steward this momentum by building creative fundraising and financing strategies. They will do this by:

- Building and promoting NDG's brand and reputation to compel investment and partnership.
- Constructing diverse revenue streams through public and private funding including grants and block grants.
- Implementing new funding pipelines.
- Fostering strong donor relations.

## NDG Values

Transparency

Integrity

Responsiveness

Equity

Courage





It is important that the new CEO be comfortable leading by influence rather than authority; a natural collaborator who nevertheless is okay making the tough calls.

## Essential Candidate Qualities

- The CEO will bring a record of impactful, proactive leadership in a significant community-based context, one that is characterized by creativity, innovation and steadfast partnership. The CEO will have worked in community partnerships for at least 10 years with a minimum of 5 years in leadership and management.
- A balance of strategic and tactical leadership, informed by relationships of mutual trust. They are passionate and connect with others with patience, humility, and diplomacy.
- Knowledge of affordable housing, Low Income and New Market Tax Credit programs, cradle-to-career education, economic vitality and community wellness.
- They have built strong credibility within their communities. They have a personal and deep understanding of poverty, its causes, impacts and social determinants of health.
- While they have respect for the power of data, they never lose sight that data represents people.
- A collaborative, responsive leader who seeks input before acting. They are personable and empowering, inviting participation and ownership in initiatives and decisions.
- Curiosity and openness to new ideas; they are someone for whom the questions can be as important as the answers.
- A humble and compelling storyteller who inspires others to join their efforts and projects.

It is important that the new CEO be:

- Culturally adept, meeting all people where they are.

- Comfortable leading by influence rather than authority; a natural collaborator who nevertheless is okay making the tough calls.
- A compassionate manager, emphasizing team-over-self and collaboration over hierarchy, while maintaining the discipline required to sustain operational excellence.
- A leader who can connect with authenticity at multiple levels and in multiple contexts, navigating easily among NDG’s various constituencies.
- A results-driven leader who fits into and fosters an inclusive, fast-paced, and energetic work environment.
- An entrepreneurial thinker with the ability to develop and implement bold initiatives in collaboration with the Voyagers and Board.
- Skilled in change management and strategic planning.
- Experienced in new market tax credit allocations, disbursements and compliance.
- Familiar with all phases of real estate development, ensuring alignment between architects, engineers, contractors, consultants, funders and financiers.
- An advanced degree in community development, nonprofit management, business or public administration is preferred. Bachelor’s degree is required.

## The Relationships

<b>The CEO reports to:</b>	The Board of Directors
<b>Work closely with:</b>	<ul style="list-style-type: none"> <li>• Northside Voyagers</li> <li>• A cross-section of regional leaders and organizations with a vested interest in Spartanburg, including those from the nonprofit community; academia; the business sector; the faith community; local, regional and state government; public health; and other funders and allies.</li> </ul>
<b>And directs:</b>	<ul style="list-style-type: none"> <li>• A full-time team of 12 with 3 direct reports: <ul style="list-style-type: none"> <li>○ Director of Operations &amp; Finance</li> <li>○ Director of Programs</li> <li>○ Community Engagement Manager</li> </ul> </li> </ul>
<b>While stewarding other key relationships, such as:</b>	<ul style="list-style-type: none"> <li>• Purpose Built Network leaders and members</li> <li>• Program partners</li> <li>• Funders and collaborators</li> <li>• City, County, State and Regional leaders</li> </ul>

# Compensation

A competitive salary and benefit package will be awarded to the successful candidate, commensurate with experience.

# Location

The CEO will reside in Spartanburg County.

[Spartanburg](#) is a lively and affordable city, the 4th largest in South Carolina. It is home to 40,000 residents, 7 higher-ed institutions and has a vibrant food and cultural scene.

Known as the Hub City since its early years as a major railroad center, [Spartanburg's](#) economy is a growing hub for manufacturing and serves as headquarters for several well-known businesses including BMW's North American plant, Denny's, AFL's North American headquarters and Milliken & Company.

Situated between Atlanta, GA and Charlotte, NC, from Spartanburg, you can easily visit both mountains and beaches and access three international airports. Learn more about [living in Spartanburg](#).

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For consideration or to recommend a prospect, please email [NDG@BoardWalkConsulting.com](mailto:NDG@BoardWalkConsulting.com) or call **Diane Westmore** or **Michelle Hall** at 404-262-7392.

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