Position Specification

Chief Executive Officer

03 March 2020

Carlson Beck advises Community Housing Works based on an exclusive consulting engagement.
POSITION SPECIFICATION

THE POSITION: CHIEF EXECUTIVE OFFICER

REPORTS TO: BOARD OF DIRECTORS

LOCATION: SAN DIEGO, CALIFORNIA

THE ORGANIZATION

Mission

Opportunity begins with a stable home. Community HousingWorks provides and builds life-changing affordable apartment communities with resident-centered services for working families, seniors, and people with disabilities to forge a stronger future.

Overview

Community HousingWorks (CHW), founded in 1988, is a nationally recognized 501(c)(3) nonprofit organization that develops, rehabilitates, preserves and operates affordable apartment communities in San Diego and throughout California. CHW is counted among the top 50 affordable housing developers in the nation.

CHW currently owns and operates over 3,670 apartments in 42 communities statewide, serving more than 9,000 working families, children, and seniors. CHW currently has 14 communities in pre-development.

CHW's approach is to provide families and individuals in need with stable homes in healthy communities, then layer in robust programs and links to just the right resources. People in CHW homes can gain financial stability, improve their health and well-being, and see that the next generation of children succeeds both in and out of the classroom.

CHW currently offers programming in four areas of highest impact for our mission: Financial Well-being, Next Generation Success, Health and Wellness, and Supportive Housing. Through Financial Well-Being classes and coaching, each year, over 300 households jump-start a healthier future, getting out of debt, improving credit, and/or saving for the future. CHW's onsite community centers provide a safe place for residents to learn, grow, and give back to the community. The Study Stars After School program focuses on achieving grade-level reading for kindergarten through fifth grade.

For more information, please visit the website: www.chworks.org.
Organizational Overview

CHW currently employs approximately 71 staff in the areas of Housing & Real Estate Development, Community Programs, Asset Management, Advancement and Finance & Administration. In January of 2020, CHW’s Board of Directors approved a five-year strategic plan. The organization has a strong balance sheet with a $12 million operating budget and control in excess of $700 million of real estate.

Organizational Leadership

The Leadership Team includes the Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, Senior Vice President of Housing & Real Estate Development, Vice President of Asset Management, Senior Vice President of Achieve Resident Services, Director of Advancement and Director of Human Resources.

THE POSITION

The CEO will be responsible for providing strategic vision and leadership on matters of governance, mission, advocacy, programs, and operations. The executive responsibilities include overseeing CHW’s real estate development growth and services; broadening the visibility and profile of the organization; building and maintaining relationships with diverse constituencies, decision makers, and influencers that will enhance CHW’s overall impact and influence in California; diversifying and growing financial resources; leading high-performing teams; and serving as an organizational spokesperson.

This executive will bring and effectively deploy a high level of political acumen to build and strengthen relationships with elected and appointed policy makers, government officials, industry leaders, funders and philanthropic leaders. The CEO will be routinely tasked with educating these community partners on CHW’s success as a mission focused affordable housing provider, working to improve the lives of their constituents and community members.

The ideal candidate will have a sophisticated understanding of affordable housing development and tax credit finance, along with relevant financing sources and ownership structures, and demonstrated ability to make timely and appropriate risk decisions on real estate project matters.

S/he must be a strategic, thoughtful change agent and relationship builder, and have a track record of positioning an organization to meet the evolving needs of the community and stakeholders.

The successful candidate will be:

- Passionate about CHW’s mission
- A visionary leader with unquestionable integrity; willing to listen, ask questions, and be comfortable not having all the answers
- Politically savvy, driven, innovative, and engaging
- A strategic thinker able to navigate and lead in an ever-changing, political and economic landscape
- Able to collaborate and develop consensus among multiple stakeholders with proven expertise in building authentic and lasting relationships
- Respectful of CHW’s fundamentals that contribute to successful partnerships, programs, outcomes and future success
- Humble and emotionally intelligent
- A compelling and persuasive public speaker
- Pragmatic and inclusive in decision making

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The successful candidate will **have:**

- Excellent oral and written communication skills
- Demonstrated well-honed interpersonal skills
- Ability to make decisions and take bold actions
- The ability to bridge differences effectively with a wide array of individuals and diverse groups
- A track record of inspiring, mentoring, developing and retaining staff
- An understanding of the issues affecting working families, children, seniors, veterans, the homeless, and other underserved communities
- Success bringing visibility to an organization; marketing and public relations experience.

**Specific Responsibilities**

**Organizational Leadership & Strategy**

- Leads the organization, in collaboration with the board and senior management in developing and articulating a clear and compelling vision for CHW; this includes collaborative work to define the organization’s role, and future direction in a way that offers solutions, and addresses the values, needs, and aspirations of the affordable housing sector and the community as a whole

**Real Estate Development**

- Provides specific sales/business development relationships for new projects and regions
- Provides thought leadership and guidance, and ultimately makes real estate risk decisions for Real Estate Development and Asset Management

**Fundraising and Fiscal Management**

- Strengthens CHW’s fundraising capability by diversifying and growing its revenue channels
- Works in partnership with CHW’s CFO and advancement team to design and achieve a long-term sustainable revenue model
- Cultivates relationships and secures financial support from government agencies, foundations, businesses and individual donors

**External Relations and Advocacy**

- Serves as the primary spokesperson for CHW
- Builds CHW’s brand and reputation both locally and statewide
- Serves on various government, philanthropic, public policy and stakeholder groups to represent CHW and the affordable housing sector
- Identifies strategic opportunities to advance CHW’s agenda
- Builds and manages relationships with elected officials, local and state agencies, industry partners, business and community leaders
- Builds strategic alliances and partnerships with like-minded organizations and a broad array of stakeholders to overcome challenges and advance shared policy agendas
- Engages philanthropic leadership in supporting the priorities of underserved communities and the affordable housing sector

**Organizational Management and Culture**

- Ensures an organization with high morale, collaboration, and shared purpose
- Recruits, develops, and retains the best people into every level of the organization – board, staff, and partners
- Supports development and enhancement of robust resident services
- Provides feedback, guidance, coaching, and support to the staff
- Nurtures high levels of board and staff engagement
- Guides and supports the board in establishing goals and developing policies, procedures, budgets and programs that fulfill the mission, and ongoing board recruitment and development

CANDIDATE QUALIFICATIONS/EXPERIENCE

**Education:**  
A bachelor’s degree in finance, business management, public administration, urban planning or related disciplines is preferred, or equivalent relevant work experience. Advanced degree is highly desirable.

**Experience:**  
Minimum 10 years of experience serving in senior leadership positions in a nonprofit, for profit or government entity. Prior management experience in affordable housing, real estate development, housing finance, financial services is desired.

Ability to lead an organization through its next phase of evolution, including the ability to navigate the complex and dynamic landscape of the affordable housing sector and influence public policy to affect positive change.

Demonstrated success in building strong relationships and effective collaborations with businesses and nonprofit, community leaders, members, policymakers, public agencies, board, and staff.

Proven leadership and management skills, and ability to develop, mentor, and retain high performing staff and boards.

Proven fundraising abilities including cultivating, soliciting and stewarding individual donors and institutional funders.

Financial acumen and an understanding of nonprofit fiscal management.

COMPENSATION

A competitive compensation package, including a comprehensive benefits package, will be offered, commensurate with experience.

For additional information regarding this opportunity, please contact:

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