

Alameda Point Collaborative Executive Director

The largest supportive housing community for families in Alameda County seeks an Executive Director to: manage properties, deliver services to individuals & families with diverse needs, advocate for the homeless, forge productive alliances with property development and other allies, and assure strong finances.

BACKGROUND

When the United States Naval Air Station in Alameda closed in 1994, more than 30 nonprofit and public agencies joined together with the Navy and City of Alameda to form the [Alameda Point Collaborative \(APC\)](#). By 1999 the new organization had a concept to repurpose the Air Station as a center for supportive housing, treatment, education, community building and workforce development. APC was awarded a 59-year lease to manage and operate 34 acres of land, 200 housing units, program facilities and commercial warehouses, and agreed to deliver housing and support to marginalized people and communities in need.

Alameda Point Collaborative's mission is working to end homelessness by providing housing and services to create communities where formerly homeless families and individuals can flourish. Support services in addition to housing include:

- **Social Enterprises:** APC's Commercial Kitchen, Farm2Market and Ploughshares Nursery help bring people to Alameda Point to shop, learn, volunteer and provide employment training opportunities for APC residents. Revenue is generated to benefit APC's communities.
- **Children & Youth Services:** APC is home to 200 children and youth who benefit from an Education Center, a Teen Center and Summer & Holiday programs.
- **Education & Employment Services:** Programs include one-on-one job training and acquisition assistance to residents, on-the-job training, and workforce development.

APC has an annual operating budget of \$5.2M, 39 staff (half with lived experiences of homelessness), and an engaged Board of 10 that is expected to expand over the next years. 32% of APC's revenue comes from government contracts or grants, 45% from rent and rent subsidies, 10% is contributed by individuals and foundations, and 15% is a mix of contract retail sales and other revenue.

In 25 years APC has transformed vacant military housing into a supportive housing community. Today APC provides 500 residents, including 200 youth, with stable long-term housing combined with life and job skills training, counseling, connection with diverse services, and community and emotional support, all with the ultimate goal of helping people lead independent, stable, and productive lives. Residents include survivors of domestic violence, low income adults and children, people living with disabilities, and those living with substance abuse, mental illness, HIV/AIDS, and veterans with their families.

With partners [Operation Dignity](#), [Building Futures](#) and [MidPen Housing](#), APC is rebuilding the housing stock at Alameda Point through [RESHAP](#) – which stands for Rebuilding Existing Supportive Housing at Alameda Point. RESHAP will take place in 4 residential phases that will replace existing housing structures and provide added improvements and amenities. The first 2 RESHAP buildings include an 80-unit building called Stardust Gardens, and an 86-unit building for Operation Dignity called Harbor Village. Once these are delivered, there will be a 74-unit building for Building Futures and a 92-unit building that will be retained by Alameda Point Collaborative. The earliest residents are anticipated to move into Stardust Gardens in 2028 and into the remaining buildings as they are delivered, with all projects completed and occupied by 2032.

APC has also begun construction of a 50 bed medical respite facility that will be a national model for trauma informed health interventions for the homeless. At the same site APC will soon begin construction, in partnership with Mercy Housing, a 107 unit permanent supportive housing facility for homeless elders. At a third site, APC, the Alameda Housing Authority and Building Futures are constructing a 90 unit Permanent Supportive Housing Facility. At that project APC will be primarily responsible for providing workforce development services. By 2032 APC will have more than doubled the amount of permanent supportive housing available for homeless in Alameda, and will have successfully completed more federal homeless conveyances than any other agency in the United State

The new leader of APC must possess strong project planning experience for capital and affordable housing projects, property management expertise (APC will continue to provide this until the full RESHAP project is complete, when MidPen will assume certain property management responsibilities), and experience providing supportive services to people in need.

BASIC FUNCTION

Reporting to the Board, the Executive Director leads all staff and provides the overall vision, leadership, management, and strategic direction to the organization.

This leader's success will be defined based on three responsibilities:

- Evolve the strategic plan and suite of services delivered to the community to meet the diverse needs of residents and community members, while assuring that community members and partners meet their obligations;
- Ensure that APC remains financially and operationally strong by driving contributed and other revenue, closely controlling spending, and ensuring that the team is well qualified for their tasks and receives training;
- Along with nonprofit partners, assure best-in-class property development, management and services to the community, while guiding delivery of the RESHAP project through to completion.

The Executive Director will serve as the organization's spokesperson, ensure that APC develops solid relationships with all political entities within its service area, and will build key partnerships with the community, elected officials, the city, nonprofits and donors to further communal efforts to end homelessness.

APC is a values-driven organization that places members of the community at the center of all activity. The organization truly honors the inherent dignity of its community and partners, and deeply respects their capabilities, individuality, interests and independence. APC staff foster hope among community members, a behavior which the Executive Director is expected to model and encourage. The organization actively advocates for social and racial equity, inclusivity, and diversity and, in community with partners and clients, challenges its own practices and that of others where this will help reduce housing insecurity and homelessness in Alameda County.

IMMEDIATE PRIORITIES

- Understand APC and the redevelopment projects as a whole— the history, diverse neighborhoods and communities, the needs of people being serviced, its capital facilities and redevelopment projects and their relationship to adjacent areas; the organization's budgets, finances, revenue streams; programs, projects and relationships within the community;

- Review the current state of play of APC's operations, taking charge of in-process work; provide for a secure, safe, high quality, efficient and mission-focused working and operating environment for staff, and for timely, efficient, accurate and effective workflows, reports, controls; with the CFO, implement responsible planning and budgeting, strong cost controls, and accurate reporting systems on all activities and projects;
- Establish collaborative working relationships with the staff, community, City and County of Alameda, nonprofit partners, community partners and constituencies; foster and sustain a culture of cooperation, trust, communication, mutual support, teamwork and integrity.

Other responsibilities include:

LEADERSHIP, CULTURE AND TEAM MANAGEMENT

- Working with the Board and Executive Team to assess and make decisions on the organization's strategy, direction, organization structure, culture, and the array of housing, property management, project management and supportive services provided to clients; Ensure that staff at all levels are focused on organizational priorities and big picture strategies;
- Maintain an organizational climate that attracts, retains, motivates and develops a multi-cultural, diverse, high-quality staff and Board; create an inclusive environment that embraces decisiveness, collaboration, transparency, open communication and accountability;
- Through use of a combination of team assessment, performance accountability instruments, satisfaction and feedback surveys, and staff and board focus groups, continually improve team cohesion, staff and board member retention, and productivity.

FUNDRAISING, GRANTS AND EARNED INCOME

- Function as the organization's "Fundraiser-in-Chief" viewing all board, staff, programs, clients and partners through a fundraising lens; understand the actual and prospective funding communities for APC; create strategies to secure sustained funding and engage staff and board members in solicitation activities; continually explore new and creative strategies to expand APC's revenue base; develop corporate sponsorships, and governmental & nonprofit partnerships.
- Understand municipal, state and federal funding streams for housing and supportive services, and the interests that each represents; be viewed as a valued partner and partnership builder by government and business funders;
- Personally drive fundraising solicitation, especially with major private, government and business donors; develop fundraising alliances; lead and direct all fundraising efforts; appeal to donors, creating special and donor cultivation events for APC;
- Constantly seek new and diversified sources of earned revenue through social and other enterprises that benefit the community and are financially self-sustaining.

FINANCE AND ACCOUNTABILITY

- Assure the financial strength of APC, and in particular that services provided are sustainably funded, that debt is leveraged and supported by rental and program income, and long-term financial planning is robust;

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- Oversee and provide strategic guidance for strong financial performance; adhere to Board approved budget and operating plans; foster transparency and accountability; assure strong expense management and accurate (yet conservative) reporting on the organization's financial position, in the process highlighting financial risks and other exposure;
- Explore opportunities for growth and new programs; negotiate productive partnerships and relationships that benefit APC community and that advances the organization.

PROGRAMS

- Champion sustainable, high-quality programming while working to manage risks and liabilities that emerge during service delivery;
- Identify unmet needs, gaps in service and advocacy, especially by consulting APC community; continually upgrade programs by deliberately embracing experimentation and innovation in ways that also consider financial impact;
- Where possible, scale current programs to address increased demand for services, and develop new programs where necessary; monitor how the nature of homelessness is evolving in Alameda, and; develop partnerships, policies and approaches that encourage upstream changes that would reduce homelessness.

ADVOCACY, POLICY, PUBLIC RELATIONS AND COMMUNICATIONS

- Have and share a textured understanding of the challenges confronted by those living with housing insecurity and poverty through storytelling, statistics, orchestrated experiences, conventional and social media outreach, events and other mechanisms; in partnership with others, develop approaches to alleviating poverty and homelessness in Alameda;
- Drive visibility for APC by serving as a credible, articulate and effective spokesperson, in person and in writing; ensure that APC is recognized for its leadership and outcomes, including cost savings from reduced welfare and other social expenditures;
- Actively cultivate positive relations with leading funding, political, social services, public policy, housing and other constituents across Alameda, California and nationally.

BOARD RELATIONS

- Engage Board members in advancing APC in various ways by contributing time, expertise or treasure; provide ongoing communication and timely updates to the Board on the state of the organization;
- With the Board Chair, coordinate the efforts of various Board committees and task forces; encourage Board members' involvement in APC's full range of activities, including all fundraising (including personal giving and identifying, cultivating, soliciting and thanking individual, corporate, foundation and government funders);
- Help identify and recruit new Board members, whose talents, commitment, and fundraising abilities are congruent with APC needs and mission.

QUALIFICATIONS and CHARACTERISTICS

The Executive Director will be an advocate, a dealmaker, a collaborator and partner, manager of innovative services and solutions, negotiator, culture-builder and problem-solver, with an the ability to

spot financial risk before it materializes. The following key qualifications and characteristics are important to this role:

- Proven senior-level managerial and operational experience in similarly sized public or private sector organizations; candidates may or may not come specifically from an entity that provides housing solutions but must have a deep understanding of the experience of people who live in poverty, in insecure circumstances, and with an array of health and other challenges.
- Experience with the forecasting, financial and project management and accounting workflows attached to real estate development projects, ongoing maintenance of depreciating capital assets would be beneficial.
- Demonstrated ability to increase earned and contributed revenue in ways that align to an organization's mission; a track record attracting financial support from individuals, government sources, foundations and businesses.
- Experience with property management and real estate development; experience growing organizations and services through: mergers, partnerships, organic growth, new service development, etc.; the ability to develop productive relationships with government agencies, politicians, businesses, nonprofits, community leaders and advocates from a variety of communities.
- Outstanding oral and written communication skills, including excellent public speaking skills.
- Decisive and resourceful, with the organizational sensitivity to gain the support and confidence of the Board and staff at all levels; leader who empowers the leadership team and holds them accountable; understands the subtleties of recruiting, motivating, directing and retaining a diverse group of personalities with different work styles.
- A leader that deeply values diversity, equity, inclusion and accessibility, and who embodies and has a strong track record implementing anti-racist, culturally responsive organizational policies and practices;
- An individual with outstanding human qualities; one who is straightforward, shares information easily, listens as well as offers advice, and respects the abilities of others; someone who imparts trust and integrity, and guides others in a similar vein.
- The Executive Director must maintain a sense of humor and grace under pressure.

COMPENSATION

Salary Range: \$145,000 - \$200,000 annually

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