



Chief Executive Officer

The Board seeks the organization's next CEO to build on 40+ years of growth advancing financially sustainable affordable multifamily and mixed-use housing for moderate and low-income families, individuals, seniors and people with special needs.

The next CEO will be a financially astute dealmaker able to spot and exploit growth opportunities for real estate financing, development and entrepreneurial partnerships.

With an advocate's heart and a business innovator's drive, the CEO will focus on economic vitality for communities where people and businesses can thrive over the long term.

BACKGROUND

Community Housing Opportunities Corporation (CHOC) is an affordable housing nonprofit that primarily serves very low- to moderate-income households, including individuals, families, seniors and those with special needs. Headquartered in Fairfield (San Francisco North Bay) and founded in 1984, CHOC operates 28 properties supplying 1,269 housing units across Northern California's Yolo, Sacramento and Solano counties, and in Southern California's Riverside County. The organization's assets are valued at approximately \$50 million.

Total headcount for the CHOC group of employed entities is currently 128 led by an Executive Team of 6. The organization is governed by 7 Board members with strong community connections and experience in the supportive and affordable housing space. There are 5 operating units:

- **Development** shapes new affordable housing projects and financing, including debt and equity structuring, and drives project delivery.
- **Impact** administers supportive service programs, provided directly and through partners, that are responsive to the unique needs of residents at different CHOC communities.
- **Energy** promotes energy efficiency and conservation at residential sites.
- **Management** manages CHOC properties, and certain properties for other owners through a wholly owned subsidiary property management company called Sterling Asset Management.
- **CES Integrated** is a subsidiary that provides construction, renovation, inspection, energy solutions, solar installation, plumbing, and HVAC maintenance services.

CHOC's annual operating budget of about \$22 million is funded by \$2.5 million earned through properties and development, \$14 million from Impact, Energy, Management and Integrated services, and the balance from fundraising.

BASIC FUNCTION

Reporting to the Board, the CEO's immediate focus will be on increasing earned and contributed revenue, improving cashflow, and assuring growth with long term financial strength. The CEO will also collaborate with the current Board to add members with two objectives in mind: expanding networks able to drive new CHOC real estate development initiatives, and adding new members with contacts, finance competencies and time to improve CHOC's revenue mix and cash flow.

The supportive and affordable housing landscape is changing on multiple fronts that affect project financing, regulatory compliance, government support, and the incentives of various partners. The CEO must have a strong sense of how those with different community, business and financial interests can come together to produce and sustainably manage affordable housing units, and explore mixed use and market rate rental

housing markets through joint ventures and partnerships.

The CEO will position CHOC as a housing solution innovator, service provider, and valued collaborator with financing, government, business and nonprofit partners. Many of these partners face a similar challenge of being financially strong as they design, develop and deliver housing solutions and services that forge great neighborhoods and healthy communities. The next CEO must have an outstanding track record as an orchestrator of deals that help counterparts strengthen bottom line financial results.

The next CEO must have hands-on experience in the practical and technical aspects of putting together real estate funding and development agreements, including creating development and operating pro formas, cash flow statements, projections & forecasts, budgets, and other financial documentation; the ability to navigate the regulatory and compliance requirements of such projects; and the ambassadorial skills required to forge agreements amongst individuals and entities with diverse interests.

IMMEDIATE PRIORITIES

- **Be CHOC's public face, advocate and dealmaker-in-chief;** establish collaborative working relationships across California with financing, government, business and nonprofit partners & constituencies; foster and sustain a culture of cooperation, trust, communication, mutual support, teamwork and integrity.
- **Understand: CHOC and California's housing landscape;** the organization's portfolio of projects, including the history, diverse neighborhoods and communities, the needs of people being served, the organization's capital facilities and redevelopment projects and their relationship to adjacent areas; CHOC's budgets, finances and revenue streams; and CHOC programs, projects and relationships with partners.
- **Review the current state of play of CHOC'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.

Other responsibilities include:

LEADERSHIP, CULTURE AND TEAM MANAGEMENT

- Collaborate with the Board and Executive Team to assess and make decisions on the organization's strategy, direction, organizational 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 strengthening the organization financially while driving the mission forward.
- 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.
- Continually improve team cohesion, staff and board member retention, and productivity, including through use of team assessment and performance accountability instruments, satisfaction and feedback surveys, and staff and board focus groups.

FUNDRAISING, GRANTS AND EARNED INCOME

- Personally drive real estate development agreements and fundraising solicitation, especially with major private, government and business interests; develop funding and fundraising alliances;
- View all board, staff, programs, clients and partners through the lens of financial strength and sustainability; understand current and prospective sources of earned and contributed funding for

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CHOC; create strategies to secure sustained funding and engage staff and board members in deal-making and solicitation activities; continually explore new and creative strategies to expand CHOC's revenue base.

- 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;
- Constantly seeks 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 CHOC, and in particular that new development projects and services provided are sustainably funded and have a positive cashflow, that debt is leveraged and supported by rental and program income, and long-term financial planning is robust;
- 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 CHOC and that advances the organization.

MAINTENANCE, SERVICES, PROGRAMS

- Champion sustainable, high-quality services that ensure that properties are maintained, energy costs are controlled, risks and liabilities are managed, and people are appropriately served;
- Identify unmet needs, gaps in service and advocacy, especially by consulting CHOC 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 California, and; develop partnerships, policies and approaches that encourage upstream changes that would reduce homelessness.

ADVOCACY, POLICY, PUBLIC RELATIONS AND COMMUNICATIONS

- Have a textured understanding of those living with housing insecurity and poverty, and advance CHOC's agenda through storytelling, statistics, orchestrated experiences, conventional and social media outreach, events and other mechanisms.
- Drive visibility for CHOC by serving as a credible, articulate and effective spokesperson, in person and in writing; ensure that CHOC is recognized for its leadership and outcomes.
- Navigate and leverage positive relations across the ecosystem of business, funding, political, social services, public policy, housing and other entities across California and nationally.

BOARD RELATIONS

- Keep the Board updated on the state of the organization's projects, service and finances; coordinate the efforts of various Board members and committees in supporting CHOC's full range of activities, especially in driving new projects, new project funding, new revenue streams and new fundraising efforts.

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- Help identify and recruit new Board members, whose talents, commitment, revenue development and fundraising abilities are congruent with CHOC's needs and mission.

IDEAL EXPERIENCE & CHARACTERISTICS

The CEO will be an advocate, a dealmaker, a collaborator and partner, manager of innovative services and solutions, negotiator, culture-builder and problem-solver, with 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 specifically provides housing solutions but must have a deep understanding 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, as well as 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.
- 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; a 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, with a strong track record implementing 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 CEO must maintain a sense of perspective, humor and grace under pressure.

COMPENSATION

The initial range of compensation is \$225,000 - \$325,000 annually. This range is negotiable.

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