



CARLSONBECK

EXECUTIVE SEARCH FOR PHILANTHROPY & NONPROFITS

Position Specification



COMMUNITY ROOTS
HOUSING

Chief Operations Officer

11 February 2021



Carlson Beck advises **Community Roots Housing** on the basis of an exclusive consulting engagement.



POSITION SPECIFICATION



THE POSITION: CHIEF OPERATIONS OFFICER

REPORTS TO: CHIEF EXECUTIVE OFFICER

LOCATION: SEATTLE, WASHINGTON

THE ORGANIZATION

Mission

Everyone has the right to a quality, affordable home. At Community Roots Housing, this truth drives our work. By embracing community-led development and engaging in deep-rooted partnerships, we're fostering vibrant, equitable communities where everyone has access to safe, affordable and welcoming homes. Today, with nearly 50 apartment buildings – over 2,000 residents – we continue our commitment to build community with and for people.

Community Roots Housing creates affordable, quality places to live and work for people from all walks of life. Our apartment buildings offer affordable homes close to schools, jobs, and transit so a family does not have to choose between paying rent and buying groceries. In this housing affordability crisis, people are being pushed out of their communities by the impacts of racism, inequality, and gentrification. Our work fights this displacement. We embrace community-led development and engage in deep-rooted partnerships because it takes all of us to create equitable, vibrant communities.

Having recently rebranded as Community Roots Housing (formerly known as Capitol Hill Housing), our organization is fully grounded in the knowledge that community members know best what they need to thrive. Benefiting from decades of learning and listening, we honor a community's strengths and form collaborations with the people and organizations who share roots there. We work with service providers, funders, and hundreds of community members to create and preserve affordable homes, protect community space, stabilize arts and cultural institutions, and generate opportunities for small businesses to prosper. Community Roots Housing holds its real estate for decades, self-manages properties, and is committed to building in an environmentally sound way.

Community Roots Housing is a highly respected and visible leader in the industry. CRH is an active voice in the affordable housing industry locally and at the national level, participating in advocacy that shapes our industry. CRH is a leading member of the Housing Partnership Network where the CEO, Chris Persons, serves



on their board of directors. Locally, CRH is one of the leading affordable housing developers in the region working closely within the industry and community to shape solutions to the affordable housing crisis.

Community Roots Housing is in the midst of a Strategic Plan developed in 2020, and includes the following strategic priorities:

- Center racial equity and residents in all we do.
- Invest in our people to create and sustain a culture of learning.
- Research, develop and implement scalable, organizationally efficient systems.
- Build trust and honest relationships with communities.
- Responsibly steward financial and physical assets.

Our work reflects these values and our commitment to developing communities that are healthy, sustainable and economically and socially diverse.

For more information on Community Roots Housing, please see www.communityrootshousing.org

Organizational Summary

Community Roots Housing is headquartered in the Capitol Hill neighborhood of Seattle, Washington, is an active regional developer and currently owns and operates 50 properties throughout the city that are home to more than 2200 residents. CRH

- Has a robust pipeline with ten projects in process representing over 1,400 of new units and more than \$500MM in total development costs.
- Is financially healthy with an annual operating budget of \$18 M.
- Is governed by a 15-person PDA Board of Directors and a 12-person Foundation Board of Directors.
- Employs 95 staff members.
- Members of the executive team reporting directly to the CEO include:
 - EVP and Chief Operations Officer
 - EVP of Community Development and Executive Director - Capitol Hill EcoDistrict
 - Vice President of Finance
 - Vice President of Real Estate Development
 - Vice President of Asset Management

CRH is a citywide Public Development Authority (PDA) and the Community Development Corporation (CDC) for Capitol Hill. As a CDC, CRH provides programs, offers services, and engages in other activities that promote and support community development. Community Roots Housing is a public corporation organized pursuant to RCW 35.21 and Seattle Municipal Code Ch. 3.110, and is a political subdivision of the State with an area of operation focused on the City of Seattle. As such, they have a higher level of accountability and are subject to open public meetings at the governance level and subject to the open public records act. In 2010, CRH established a 501(c)(3) nonprofit foundation to serve as its fund raising are.

POSITION

With a growing pipeline, and an ongoing and urgent focus on racial equity, CRH is looking for a problem solver who will partner with the CEO to achieve the organization’s mission, vision and business priorities. The Chief



Operating Officer will achieve success through collaboration and partnership internally and externally with staff, board, vendors, peers, industry groups, and consultants.

The Chief Operating Officer is strategic leadership position requiring both operational expertise and the long-range vision and planning needed to carry out CRH's strategic plan. The COO will serve as a confidante and thought partner to the CEO and will be called upon to engage in healthy debate and decision making as this community development organization navigates the era of social unrest, Covid-19 and the widening wealth gap. The COO will provide input and vision into all aspects of the organization's strategy, with a focus on internal operations and administration. In recent years, CRH has grown its real estate portfolio and is in the process of improving its systems to meet current need and prepare for future growth.

This role is a member of the executive team, oversees all organizational operations, and has direct responsibility for the direction, performance, supervision and day-to-day operations of the following Community Roots Housing departments: Portfolio Operations, Asset Management, Human Resources, Information Technology, and Administration.

Job Responsibilities

This is an exciting opportunity for a committed, hard-working and self-motivated team-member to join the leadership of an organization that is considered one of the best affordable housing developers and community development non-profits locally and nationally.

Responsibilities include, but are not limited to:

Operational and Executive Leadership

- Partner with the CEO on key strategies and initiatives, including the operational implementation of the Board-approved strategic plan.
- Work with the CEO, executive, and senior leadership to identify annual strategic goals.
- Supervise the Governance and Administration Manager.
- Serve as an advisor to the Governance and Administration Manager to ensure smooth day-to-day operations.
- Establish an operations plan that maps to the strategic plan and provides clear vision and goals.
- Develop and maintain peer relationships, including with other providers, governmental agencies, and financial institutions. Represent CRH as a strong leader to external stakeholders.
- Strengthen the organization's result-based culture through the measurement and reporting of relevant housing and organization-wide metrics.
- Hire, train, and guide direct reports toward accountable, goal-oriented outcomes.
- Support the work of the Racial Equity Task Force.
- Oversee CRH's government contracts, including budget development, financial reporting, compliance oversight and related tasks.
- Oversee planning, administering and monitoring risk management activities.
- Oversee structuring and administration of corporate and partnership entities.

Asset Management and Portfolio Operations Leadership

- Supervise the Vice President of Asset Management and assume ultimate responsibility for asset management matters.

- Serve as an advisor to the VP of Asset Management to ensure smooth day-to-day operations.
- Supervise and serve as advisor to the Vice President of Portfolio Operations ensuring ongoing functionality of the portfolio while centering residents in our work.
- Oversee financial health of the portfolio and individual assets within the portfolio.
- Oversee capital needs assessments, property action plans, Year 15 considerations in tax credit buildings, recapitalization, major construction and renovation, disposition, resident surveys.

Information Technology Leadership

- Supervise the Director of IT and assume ultimate responsibility for all IT matters.
- Serve as an advisor to the Director of IT to ensure smooth day-to-day operations
- Ensure high-level functioning of CRH’s software systems, including:
- Oversee implementation of technology plan in a way that is customer-oriented and mindful of how team members do their work.

People and Culture (Human Resources) Leadership

- Supervise the Senior Manager of HR and assume ultimate responsibility for HR matters.
- Serve as an advisor to the Senior Manager of HR to ensure smooth day-to-day operations.
- Oversee the pursuit of an optimized workplace by periodically reviewing and updating compensation and benefits structure to ensure competitive, fair, and consistent offerings aligned with the organization's values.
- Oversee HR functions, including complicated employment, benefits, training, and managing aspects of board development.

CANDIDATE QUALIFICATIONS/EXPERIENCE

Minimum Requirements

- Fifteen (15) or more years of experience in affordable housing development, nonprofit, for-profit or government.
- Ten (10) or more years of experience as a senior level manager, preferably in affordable Housing.
- Five (5) years of direct experience in the management, financing, or administration of affordable housing programs or community development.
- Undergraduate degree is required. MBA or equivalent graduate degree in business, real estate, architecture, planning, or finance is preferred.

Ideal Experience

- Demonstrated ability to provide organizational leadership; able to develop organizational capacity.
- Experience and comfort leading across a range of operational departments (e.g., legal, HR, admin, finance & accounting, tech, systems/processes).
- Experience leading and managing a team of high performing staff in functional areas under the COO’s purview. Track record of inspiring, mentoring, developing and retaining staff.
- Demonstrated communication, presentation and interpersonal skills. Ability to represent CRH externally, including some public speaking, and presenting to Boards of Directors.
- Demonstrated and excellent analytical, administrative and organizational skills
- Demonstrated ability to collaborate and develop consensus among multiple stakeholders, including staff, Board, funders, government employees, partner organizations.

- Demonstrated and exceptional operations skills; ability to establish best-in-class systems and processes in order to maximize efficiency and deliver high-quality results across an organization.

Competencies/ Attributes

The successful professional will have or be:

- An operational mindset: a firm belief that operations are mission-critical and a passion/conviction for driving even the most challenging operations efforts forward.
- The intelligence, energy, intellectual range and care in judgment that are necessary to be an effective adviser to the CEO and the Board on individual decisions and on the overall quality of CRH operations.
- Sound work ethic, results-oriented nature, personal integrity, emotional intelligence, a sense of humor, excellent communication skills, strategic thinking and planning.
- Exceptional leadership skills with ability to manage and inspire both internal and external teams. Adept at collaboration, leadership and support of diverse teams.
- Confident presence -- comfortable with and energized by being “the face” of the organization when interacting with external stakeholders and industry leaders.
- Approachable with a talent for building strong, positive relationships.
- Culturally competent with the ability to collaborate successfully with a wide variety of cultures in a professional, respectful and engaging manner.
- The ability to work independently while also maintaining communication within a large organization.
- Able to articulate ideas and translate complex information to others through highly developed interpersonal and communication skills.
- Excellent listening, verbal and written skills including an ability to advocate for a project while maintaining positive relationships with stakeholders.
- Passionate about CRH’s mission and vision. Commitment to working on behalf of the communities CRH serves and support for CRH’s mission and culture and embody values of caring, compassion, justice, integrity, competence, and affirmation.
- Forward thinking and proactive – one who sees ahead of the curve.
- An entrepreneurial and creative approach to problem solving.
- The highest standards of ethics and integrity in all of their work.
- Excellent written and verbal communication skills
- Meticulous attention to details.
- Involved in industry associations and conversations, knowledgeable of industry trends
- Secure leader willing to listen, ask questions, and be comfortable not having all the answers
- Demonstrated flexibility and adaptability to changing circumstances.
- A sense of humor and a containable ego.

COMMITMENT TO INCLUSIVE HIRING

Community Roots Housing is an equal opportunity employer and stands committed to equity and diversity in our Board, staff and work and will take what action necessary, within the parameters of the law and our charter, to ensure that the governing body and staff that oversees its work will be representative of the communities and residents we serve.

COMPENSATION AND BENEFITS



Community Roots Housing offers a comprehensive compensation package, including a competitive salary plus bonus and full benefits.

For additional information regarding this opportunity, please contact:

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