

CELEBRATING



## Position Announcement Executive Director San Diego Housing Federation

Are you a leader who is passionate about, and committed to, making a difference in the lives of the working lower income households who find it extremely difficult to secure an affordable home in San Diego County?

Are you a leader who is inspired to change the hearts and minds of the public and their elected representatives?

Are you a leader who is excited about bringing diverse coalitions together to organize and win campaigns for progressive public policy issues?

Are you a leader that takes great pride and satisfaction in being associated with a group of innovative organizations that rely on you to help fuel their innovation with high quality education and advocacy?

If so, then we have your ideal job waiting for you here in San Diego County.

The San Diego Housing Federation is looking for a new Executive Director who can take the helm of a highly respected and financially strong affordable housing membership association serving the businesses, governments and advocates that are working to create more homes that are affordable to all residents of greater San Diego.

You would be a perfect fit for the position if you:

- see the role and opportunities that affordable housing developers have in the larger picture of community revitalization;
- are both a policy wonk (you really like to understand the details and nuance of each issue) and a successful policy advocate who is experienced with communicating with elected officials;
- have a track record of building mutually respectful relationships with representatives of diverse interest groups;
- are comfortable and capable of presenting positions at public events and formal hearings;
- inspire those you work with, both staff and volunteers, with your commitment, your intellect, your integrity and your natural tolerance for all points of view;
- enjoy attending meetings of policy organizations and contributing in a thoughtful manner;
- don't get too frustrated working in a fluid environment;
- are detail oriented and have no fear of being responsible for the day-to-day operations of a small nonprofit company; and,
- are not afraid to call on board members and trusted advisors for help when needed.

So why end the day wondering? Check out the attached detailed job notice, and our website [www.housingsandiego.org](http://www.housingsandiego.org), and send a letter of interest with your resume and salary history to [edsearch@housingsandiego.org](mailto:edsearch@housingsandiego.org) by July 19, 2010.

## DETAILED POSITION PROFILE

<b><u>Organization:</u></b>	<b><u>San Diego Housing Federation</u></b>
<b><u>Position Title:</u></b>	<b>Executive Director</b>
<b><u>Contact:</u></b>	Matthew Jumper Chair of Search Committee <a href="mailto:edsearch@housingsandiego.org">edsearch@housingsandiego.org</a>
<b><u>Location:</u></b>	San Diego, CA
<b><u>Reports To:</u></b>	Board of Directors
<b><u>Direct Reports:</u></b>	Two direct reports presently: Policy & Communications Director (.8 FTE) and Program Coordinator.
<b><u>Organization Description &amp; History:</u></b>	<p>San Diego Housing Federation (SDHF) is a 501 c3 membership association formed in 1989 as the <i>Nonprofit Federation for Housing and Community Development</i> by several nonprofits who understood the value of working together to advance the creation of housing affordable to all income levels. Today, with over 150 members, SDHF is the primary resource for promoting and facilitating the visibility, quality, sustainability and effectiveness of affordable housing providers in the San Diego County.</p> <p>Membership encompasses not only the most experienced affordable housing developers working in San Diego County, but also financial institutions, private sector firms, architects, contractors, attorneys, accountants, and others concerned with affordable housing, including the local housing authorities and redevelopment agencies.</p> <p>Our focus is on those with very low incomes, and while we may advocate for a broader range of income groups affected by affordable housing issues, we take a leadership role in advocating for those with very low incomes who are most severely impacted and have the fewest options.</p> <p>A guiding principle is that we advocate for those households whose housing costs divert resources from other necessities for living, e.g. a healthy diet, health care, transportation, etc.</p>

	<p>The Federation is recognized for almost 20 years of success in encouraging collaboration, being a catalyst for change, and promoting excellence and sustainable solutions within the affordable housing field, SDHF staff and members are sought after for their expertise on housing issues at the local, state and national levels.</p> <p>The organization is poised to build on its successful history. The Board of Directors has recently been through a strategic planning process. With the retirement of the current Executive Director the board and staff have identified our strengths and areas where we think we need to go in the future.</p> <p>The current strengths of the organization include:</p> <ul style="list-style-type: none"><li>• Strong financial base and ongoing support from the member and sponsor organizations</li><li>• Strong educational efforts including periodic seminars throughout the year; an annual one day conference; monthly newsletter; weekly e-newsletter; and immediate alerts of breaking news</li><li>• Recognition by local, state and elected officials that the SDHF is a reliable source of information and analysis regarding the affordable housing needs in the county.</li><li>• Recognition by advocates, business and labor organizations as the primary advocate for affordable home development in San Diego County.</li><li>• Board members that are committed to serving on committees and helping the staff achieve the goals.</li></ul> <p>The direction for the future is to maintain our existing strengths and create broader strategic alliances to focus on expanding the resources available for developing affordable rental homes, including both financing and land.</p> <p>The short term focus is on increasing funding for the City of San Diego Affordable Housing Trust Fund; working with a statewide coalition to get a statewide permanent funding source for affordable housing; and influencing the land use decisions made by local governments in the county to assure a more sustainable future for San Diego by increasing allowed densities in Smart Growth neighborhoods..</p>
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<p><b><u>Position Purpose &amp; Responsibilities:</u></b></p>	<p>The Executive Director of SDHF (ED) has ultimate responsibility for providing dynamic, high-visibility leadership, guidance and focus to achieve the organization’s Mission, including the growth plans and objectives delineated in the strategic plan. The ED will consult with the Board of Directors on the development of policies and strategies to achieve these goals and will direct and motivate the staff in planning program development to fulfill the mission and vision.</p> <p>Functionally, the ED has responsibility for managing the operating, administrative, financial affairs (including fund development activities), business development/marketing programs, long term strategic planning and oversight of all Board-directed initiatives and staff leadership.</p> <p><b>Specific responsibilities will include:</b></p> <p><b>Leadership/Communications:</b></p> <ul style="list-style-type: none"> <li>• Facilitate the cooperation and collaboration among members needed to remain a significant authoritative force and catalyst for change.</li> <li>• Secure and reinforce member commitment to high standards, industry professionalism, integrity and innovation.</li> <li>• Build relationships with a broad audience - inspire both internal staff and external constituencies with the importance, uniqueness and success of the SDHF mission and vision.</li> <li>• Direct and oversee a robust and sustainable advocacy and public affairs program raising the profile of the SDHF mission and gaining attention on the local, state and national levels.</li> <li>• Consistently and professionally, represent SDHF as its principal spokesperson with members of the media, governmental agencies, local civic groups, other non-profit and social service agencies and the larger business community.</li> <li>• Provide leadership and planning support to the Board and SDHF’s members to further SDHF’s strategic objective of having credibility and visibility, toward the goal of being an entity of impact and a ‘unified force to be reckoned with’ in the housing arena.</li> </ul> <p><b>Board Interaction:</b></p> <ul style="list-style-type: none"> <li>• Provide the Board of Directors with effective guidance in understanding the importance/impact of SDHF’s Mission and their role in supporting that Mission.</li> <li>• Clearly communicate ideas and recommendations at Board and/or committee meetings.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Keep the Board adequately informed of activities and affairs of the organization.</li> <li>• Prepare and provide materials and reports essential for the effective functioning of the Board.</li> </ul> <p><b>People Development/Supervision:</b></p> <ul style="list-style-type: none"> <li>• Establish clear expectations and goals for direct reports, and hold employees accountable for results.</li> <li>• Conduct substantive, specific performance appraisals, identifying both areas of needed improvement as well as areas of successful performance.</li> <li>• Foster an environment that supports staff development, leadership and retention.</li> <li>• Ensure through effective communication that employees understand organization mission/vision and changes in direction, structure or goals.</li> </ul> <p><b>Financial/Operational Management:</b></p> <ul style="list-style-type: none"> <li>• Ensure financial viability of the organization through creation and implementation of a viable and diversified fund development plan that includes member dues, special events, sponsorships and public and private grants. Drive new and creative fund raising strategies to continue the targeted growth of SDHF.</li> <li>• Oversee provision of member services that include programming, communications, technical assistance, and advocacy with a goal of increasing membership recruitment, involvement and retention.</li> <li>• Oversee annual budget preparation and ongoing financial management and reporting to the Board.</li> <li>• Carry out all business functions necessary to maintain SDHF's reputation as a well-run, 501(c) 3 organization with high integrity.</li> </ul>
<p><b><u>Search Criteria:</u></b></p>	<p><b>Required:</b></p> <ul style="list-style-type: none"> <li>• A leader who naturally conveys enthusiasm, authenticity, passion, inspiration, vision, dynamism and motivational skills.</li> <li>• Five or more years of progressively responsible program and/or people management experience, including at least three years in a senior executive capacity or other similar leadership/decision maker role.</li> <li>• Passion for and/or background in housing arena with the ability to become a zealous advocate for affordable housing.</li> <li>• Demonstrated ability to forge productive alliances across private, public and governmental sectors and create new</li> </ul>

	<p>and sometimes unlikely partnerships toward a greater goal.</p> <ul style="list-style-type: none"> <li>• Proven understanding of political and legislative processes and the role of successful advocacy to advance progress around complicated initiatives.</li> <li>• Familiarity with the business, political, economic, social and cultural climate of San Diego County.</li> <li>• Experience or understanding of member services organizations</li> <li>• Experience with non-profit organizations, either directly or via serving in a Board capacity</li> <li>• Background of successfully overseeing and driving fund raising initiatives of a growing organization.</li> <li>• Excellent writing and public speaking skills.</li> <li>• An effective listener who understands members concerns and issues and can proactively suggest solution-oriented approaches to address them.</li> <li>• Bachelor’s degree in related field</li> </ul> <p><b><u>Preferred:</u></b></p> <ul style="list-style-type: none"> <li>• Master’s degree in public policy, urban planning, law, business administration, public administration or related field</li> <li>• Prior experience as an Executive Director/Chief Executive Officer</li> <li>• Knowledge of governmental and private housing finance and affordable housing issues, including awareness of federal and state programs and policies pertaining to housing funds, grants and contracts</li> <li>• Familiarity with the business, political, economic, social and cultural climate of San Diego County as it affects affordable home development.</li> <li>• Experience supporting a Board of Directors</li> <li>• Knowledge/experience in private sector business.</li> </ul>
<p><b><u>Unique Aspects:</u></b></p>	<p>SDHF has enjoyed a 19-year history effectively advancing the agenda of affordable housing in San Diego County. SDHF’s outgoing Executive Director, hired 8 years ago, has successfully established the organization as a credible voice in the community to address issues around housing. With SDHF members committed and involved in all aspects of SDHF and prepared to launch a new strategic direction, the successful candidate will be presented with an exciting and yet challenging opportunity.</p> <p>In recent years and certainly in the years ahead, San Diego County has and will continue to struggle to meet the demand</p>

	<p>for affordable housing. This struggle provides an opportunity for SDHF to reach new heights going forward as it serves as a 'convener' and impact player to address these critical community issues in greater ways than ever before. The new ED will need to think strategically in order to gather relevant and necessary parties to the table to effectively grapple with and achieve the affordable housing needs of our area. Further, the new ED will need to be a powerful communicator and collaborator that can help what on the face might appear to be disparate agendas come together toward a much larger and greater outcome than the individuals at the table would have achieved on their own. This will require superior leadership.</p>
<p><b><u>Compensation:</u></b></p>	<p>Competitive salary and benefit package commensurate with similar positions in the non-profit community.</p>

**Equal Employment Opportunity Policy**

It is the policy of the San Diego Housing Federation to provide all applicants for employment with equal employment opportunities and to provide current employees with an employment and business environment free from prohibited discrimination in violation of state or federal law on the basis of a person's race, religious creed, color, age, sex, sexual orientation, national origin, ancestry, marital status, medical condition, disability, or military status.