



POSITION PROFILE

Organization: **Housing Development Consortium of Seattle – King County (HDC)**
www.housingconsortium.org

Position Title: **Executive Director**

Contact: LuAnn Carlson
Senior Partner
Corporate Strategies and Development, LLC
Day Phone: 425.828.0128
E-mail: lcarlson@csdseattle.com

Sheri Washington
Director, Sourcing and Research
Corporate Strategies and Development, LLC
Day Phone: 425.869.0167
E-mail: sheriw@csdseattle.com

Location: Seattle, WA

Reports To: Board of Directors

Direct Reports: Three direct reports presently: Seattle Outreach Director, Suburban Outreach Director, Member Services Administrator. As HDC grows, additional direct reports could occur.

**Organization
Description &
History:** Housing Development Consortium (HDC) is a membership association formed in 1988 by 10 nonprofits who understood the value of working together to advance the creation of housing affordable to all income levels. Today, with 70 members, HDC is the primary resource for promoting and facilitating the visibility, quality, sustainability and effectiveness of affordable housing providers in the Puget Sound area and their government, business and civic partners.

Membership encompasses not only the most experienced nonprofit housing developers in the Puget Sound region, but also financial institutions, private sector firms, architects, contractors, attorneys, accountants, and others concerned with affordable housing, including the local housing authorities and government agencies.

As one of the three original such organizations in the country, HDC of Seattle – King County has always been a respected national leader in the field of affordable housing. HDC and its members:

- were a primary force in creating what is now one of the largest State Housing Trust Funds in the country
- led the efforts to pass the initial and subsequent Seattle Housing Levies
- were instrumental in obtaining a dedicated source of funding for housing through the document recording fees
- successfully advocated for affordable housing property tax exemptions

Recognized for 20 years of success in encouraging collaboration, being a catalyst for change, and promoting excellence and sustainable solutions within the affordable housing field, HDC staff and members are sought after for their expertise on housing issues at the local, state and national levels.

The organization is poised to build on its successful history. Through an extensive planning process dubbed “Future of the Field”, HDC members made an ambitious commitment to proactively address King County’s growing need for affordable housing options. Actions include creating broader strategic alliances, increasing member efficiencies, and strengthening HDC’s organizational infrastructure. HDC and its members are focused on improving the environment for the development and preservation of low- and moderate-income housing that serves a diverse population including low wage-earning individuals and families, seniors, persons with developmental disabilities and special needs, persons with mental and chronic illnesses, and at-risk individuals. The HDC Vision adopted in 2006 - *Everyone in King County will have safe, decent, appropriate and affordable housing. The community’s interests have realigned and made **housing** central to the region’s success.*

Through HDC, nonprofit developers and others work collaboratively on ways to expand the supply of affordable housing. The organization offers members technical and policy expertise, public awareness and education programs, media relations assistance and sponsors events that elevate the importance of affordable housing. HDC facilitates comprehensive member strategies that promote and preserve affordable rental housing and expand homeownership opportunities.

Position Purpose & Responsibilities:

The Executive Director of HDC (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 ‘Future of the Field’ initiatives. 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.

Functionally, the ED has responsibility for managing 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.

Specific responsibilities will include:

Leadership/Communications:

- Facilitate the cooperation and collaboration among members needed to remain a significant authoritative force and catalyst for change.
- Secure and reinforce member commitment to high standards, industry professionalism, integrity and innovation.
- Build relationships with a broad audience - inspire both internal staff and external constituencies with the importance, uniqueness and success of the HDC Mission and Vision.
- Direct and oversee a robust and sustainable advocacy and public affairs program raising the profile of the HDC Mission and gaining attention on the local, state and national levels.
- Consistently and professionally, represent HDC as its principal spokesperson with members of the media, governmental agencies, local civic groups, other non-profit and social service agencies and the larger Pacific Northwest/State of Washington business community.
- Provide leadership and planning support to the Board and HDC's members to further HDC'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.

Board Interaction:

- Provide the Board of Directors with effective guidance in understanding the importance/impact of HDC's Mission and their role in supporting that Mission.
- Clearly communicate ideas and recommendations at Board and/or committee meetings.
- Keep the Board adequately informed of activities and affairs of the organization.
- Prepare and provide materials and reports essential for the effective functioning of the Board.

People Development/Supervision:

- Establish clear expectations and goals for direct reports, and hold employees accountable for results.
- Conduct substantive, specific performance appraisals, identifying both areas of needed improvement as well as areas of successful performance.

- Foster an environment that supports staff development, leadership and retention.
- Ensure through effective communication that employees understand organization mission/vision and changes in direction, structure or goals.

Financial/Operational Management:

- 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 HDC.
- Oversee provision of member services that include programming, communications, technical assistance, and advocacy with a goal of increasing membership recruitment, involvement and retention.
- Oversee annual budget preparation and ongoing financial management and reporting to the Board.
Carry out all business functions necessary to maintain HDC's reputation as a well-run, 501(c) 3 organization with high integrity.

Search Criteria:

Required:

- A leader who naturally conveys enthusiasm, authenticity, passion, inspiration, vision, dynamism and motivational skills.
- Ten + 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.
- Passion for and/or background in housing arena with the ability to become a zealous advocate for affordable housing.
- Demonstrated ability to forge productive alliances across private, public and governmental sectors and create new and sometimes unlikely partnerships toward a greater goal.
- Proven understanding of political and legislative processes and the role of successful advocacy to advance progress around complicated initiatives.
- Familiarity with the business, political, economic, social and cultural climate of the Pacific Northwest.
- Background of successfully overseeing and driving fund raising initiatives of a growing organization.
- Excellent writing and public speaking skills.
- An effective listener who understands members concerns and issues and can proactively suggest solution-oriented approaches to address them.
- Bachelor's degree in related field

Preferred:

- Master's degree in public policy, urban planning, law, business administration, public administration or related field
- Prior experience as an Executive Director/Chief Executive Officer
- 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
- Familiarity with the business, political, economic, social and cultural climate of the Puget Sound region
- Experience supporting a Board of Directors
- Experience or understanding of member services organizations
- Experience with non-profit organizations, either directly or via serving in a Board capacity
- Knowledge/experience in private sector business.

Unique Aspects:

HDC has enjoyed a 20-year history effectively advancing the agenda of affordable housing in the Puget Sound region. HDC's outgoing Executive Director, hired 20 years ago by the founding nonprofits, has successfully established the organization as a credible and powerful voice in the community to address issues around housing. With HDC members committed and involved in all aspects of HDC and prepared to launch a new strategic direction, the successful candidate will be presented with an exciting and yet challenging opportunity.

In recent years and certainly in the years ahead, the Seattle/King County region has and will continue to struggle to meet the demand for affordable housing. This struggle provides an opportunity for HDC 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. Building on the Future of the Field planning effort, 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.

Highlights of the Initial Expectations:

First six months:

- 1) Working in conjunction with the Board of Directors, refine and take the necessary steps to implement HDC's business plan.
- 2) Establish positive relationships with current members, ensuring ongoing participation and member retention.
- 3) Actively work with other stakeholders and members toward the successful passing of the City of Seattle Housing Levy up for renewal in the Fall of 2009.
- 4) Reach out to targeted new members to meet member recruitment goals. Reach out to existing and potential funders to explain new direction, priorities and programs; achieve established fundraising goals.
- 5) Define a strategy for putting the work of the HDC in front of local and regional media outlets and increasing the visibility and expanding the credibility of the organization in the eyes of business and government leaders.

During the first 18 months:

- 1) Create and implement a strategy which will result in a broadened approach to affordable housing and which includes multiple parties from all across the community.
- 2) Develop and begin implementation of a 3-year plan for marketing and policy issues that achieve collaboration, focus on the greater whole and advance the affordable housing needs required as identified in "The Future of the Field".
- 3) Meet the budget and organizational infrastructure growth goals established within the business plan.

Compensation:

Competitive salary and benefit package commensurate with similar positions in the non-profit community.