



## *Position Profile: Executive Director*

### *The Opportunity*

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The first—and most important—opportunity for the incoming Executive Director at Affordable Housing Alliance of Central Ohio (AHACO) is the ability to **change thousands of lives in an increasingly urgent time**. Today, 54,000 low-income households in Franklin County pay more than half their income for housing. There is only one affordable rental unit for every three renters in poverty. Rents are rising at twice the pace of income. Central Ohio has reached the point of a housing crisis. The next Executive Director, who will assume leadership at this pivotal time, will shape the next three to five years of strategy for AHACO—and in doing so, write the next chapter of housing for the region.

The Executive Director will **build upon the foundation of a strong, effective organization**. AHACO is *the* voice of housing authority. The organization has a compelling case for investment, as evidenced by the fact that it has already exceeded its \$141 million three-year goal for new local affordable housing funding, set in 2017. Its clear, three-pronged strategy (develop, improve, and stabilize) supports efficient decision-making and lends to advocacy successes. And, AHACO is experiencing a wave of momentum: adding eight members, exponentially raising awareness, and securing new resources—including a \$50 million bond issue and multi-investor \$100 million affordable housing fund.

The incoming Executive Director will have a **reliable partner in its board**—a governing body comprised of strong, capable leaders with immense networks of connections. Many of Central Ohio’s top leaders in the affordable housing sector sit on AHACO’s board.

Other communities envy AHACO’s **“bench strength”**—its array of member organizations, who represent the full spectrum of affordable housing, who collaborate extraordinarily well, who fuel one another’s progress, and who *each* have the capacity and track record to quickly make use of new resources.

The new leader for the organization will have a firmly held place at the table to influence community plans and policies; he or she will **develop relationships with the “movers and shakers” of Central Ohio**—through exposure to member organizations, elected officials, and other respected community leaders. AHACO is taken seriously—community leaders, the media, and other stakeholders recognize the severity of the challenge and the importance of AHACO’s work.





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The urgency of this work cannot be overstated. The incoming Executive Director has **the chance to seize the energy, to make a change—to act now**, before housing costs skyrocket, while Central Ohio can get the greatest return on the resources that are invested today.

### *About the Affordable Housing Alliance*

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The Affordable Housing Alliance of Central Ohio (AHACO/Alliance) was formed in 2015 by 12 nonprofit organizations to advocate for new local resources to address the crisis of 54,000 Franklin County, Ohio, households in or near poverty paying more than half of their income for housing. The Alliance is a 501c3 nonprofit corporation. In 2018, membership was expanded to include for-profit affordable housing organizations. These organizations make up the current Alliance membership:

The Columbus Foundation	National Affordable Housing Trust
Columbus Metropolitan Housing Authority	National Church Residences
Community Development for All People	The NRP Group
Community Housing Network	Ohio Capital Corporation for Housing
Community Shelter Board	Preservation of Affordable Housing
Creative Housing	United Way of Central Ohio
Finance Fund Capital Corporation	Wallick Communities
Habitat for Humanity-MidOhio	Woda Cooper Companies
Homeport	YMCA of Central Ohio
Homes on the Hill	YWCA Columbus

The primary function of the Alliance is affordable housing advocacy in Franklin County. It does this work by: 1) conducting research; 2) stakeholder and funder outreach and engagement; 3) developing strategies for affordable housing solutions; 4) participating in community initiatives and organizations; and 5) making presentations, offering testimony on legislation, and engaging with the media.

In 2017 the Alliance released a research report, *The Affordable Housing Challenge*, and prepared a plan to cut the affordable housing gap in half over 10 years. The plan includes three strategies: 1) Develop (new construction, acquisition/rehabilitation, and preservation of affordable renter and owner homes); 2) Improve (home repair and modification, focused on seniors and persons with disabilities) and 3) Stabilize (rental assistance, ranging from short-term to long-term, linked with programs and services). A 3-Year Start-Up Plan was released in 2018. Having secured funding commitments for the three-year plan, the current focus is being at the table with funders to impact implementation and continue to advocate for strategies to serve households living in poverty.

Alliance funding comes from member dues, corporate and philanthropic sponsors who are members of the Alliance Strategic Advisory Council, and grants for specific activities. Since its inception, the Alliance has been staffed by part-time consultants. In 2018, the membership



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adopted a workplan to transition to AHACO 2.0, which includes hiring its first full-time staff to support the expanding work of the organization. At the time of hire, the Executive Director will be the sole staff of the Alliance, but will have access to support from paid consultants, including the consultant who currently staffs the Alliance, and limited in-kind administrative support from staff of member organizations. The Executive Director will be hired as an employee of United Way of Central Ohio for the purpose of receiving employee benefits and will have access to an office at United Way and use of United Way meeting rooms, copiers, etc. United Way will also provide fiscal staff support for the Alliance.

## *Position Responsibilities*

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### **POSITION SUMMARY**

The Executive Director is the Chief Executive Officer of the Affordable Housing Alliance of Central Ohio and reports to the Board of Directors. The Executive Director will:

- Provide leadership and strategic direction to the Board, members, consultants, and allies to achieve the organization's advocacy, programmatic, and operational goals;
- Serve as the public face of AHACO and build and maintain cooperative and collaborative relationships with individuals and organizations that can help the Alliance to achieve its goals;
- Stay current on data, research, legislation, policies, programs, and other pertinent information;
- Prepare documents and communications materials for internal and external use;
- Staff Alliance boards, committees, and meetings;
- Implement a fundraising strategy in collaboration with the Board; and
- Be responsible for the organization's day-to-day operations.

### **MAJOR FUNCTIONS**

#### **Advocacy and Education**

- Provide leadership to the Board of Directors and members in developing and refining the advocacy agenda and policy positions and the strategy and work plan for implementing them.
- Lead and coordinate the advocacy and outreach activities of Alliance members, Strategic Advisory Council members, allies, staff and/or contractors to assure that AHACO has influence on affordable housing policy, funding, projects, and programs in Franklin County.
- Develop positive, collaborative relationships with relevant individuals and entities that can impact affordable housing funding and policy; represent the Alliance with



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stakeholders and at community meetings and events; actively engage in planning, policymaking, and legislative processes related to affordable housing; look for new opportunities for the Alliance to have impact in the community.

- Collect and analyze data; research trends, models and best practices; identify and communicate with policy and program experts; and monitor the external environment for conditions, challenges, and opportunities that will impact the work of the Alliance.
- Prepare and present presentations and testimony and prepare advocacy and education documents, such as policy and program briefs and data analysis, for internal and external distribution.
- Prepare and implement a communications strategy and key messaging to advance the agenda, including preparing e-newsletters and updates to website content; represent the Alliance with the media and the public.

### **Administration and Member Relations**

- Staff the meetings of the Board of Directors, Membership, Strategic Advisory Council, and other committees, including scheduling; preparing agendas, materials, and meeting notes; making presentations and facilitating discussions; and following-up from actions at meetings.
- Work with the Board and Nominating and Membership Committee on new member recruitment and orientation.
- Work with the Board on a funding strategy to assure that the Alliance has sufficient financial resources to meet expenses and achieve its goals; provide early warning of any financial concerns.
- Develop an annual budget and financial reports; assure that members and sponsors are invoiced and payments received; prepare grant applications and reports as required by funders; work with auditors and accountants to prepare audits, tax returns, and other required financial documents.
- Manage contracts with consultants and the work of member volunteer staff.
- Assure that the Alliance is in compliance with all applicable government and funder laws, regulations, and requirements.

### **POSITION COMPETENCIES, AND SKILLS**

To successfully lead the work of the Affordable Housing Alliance of Central Ohio, the ideal candidate will have the following behavioral competencies and knowledge.

#### **Functional Knowledge and Skills**

- Knowledge of affordable housing development, programs, and policy
- Knowledge of human services



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- Knowledge and understanding of nonprofit governance and leadership
- Knowledge of data analysis, research, policy development
- Financial management and controls
- Knowledge of fundraising
- Ability to use, with minimal support, technology/tools, including Microsoft Office suite, Adobe Acrobat, cloud storage (e.g. Dropbox, OneDrive), e-newsletter tools (e.g. Constant Contact), web data (e.g. American FactFinder), and scheduling tools (e.g. Doodle, Evite).

### Behavioral Competencies and Attributes

- **Passion** for the AHACO mission
- Strong leadership skills including **vision and strategy**
- **Business Acumen** and **Organization & Planning** skills
- **Interpersonal Savvy and Political Savvy** with ability for **Collaboration**
- **Communication, Persuasion,** and **Negotiation** skills
- **Prioritization** and **Goal Setting**
- **Decision-making** and **Problem-solving**
- **Ethics** and **Integrity**

### **QUALIFICATIONS**

#### Required

Bachelor's degree in a related field (e.g., Urban Planning, Public Policy, Political Science, Business Administration) or equivalent knowledge/experience.

Experience in advocating for solutions to issues of housing instability, poverty, and/or economic inequality in local community; knowledge of messaging, framing, and tactics that produce effective results in these issue areas.

Experience in a management role with a non-profit membership organization, including volunteer and contractor management, fiscal management, and staffing a nonprofit board and committees.

#### Desired

Experience with lobbying and holding the appropriate license. Direct experience working with and advocating for affordable housing policies, funding, and programs.

Experience/relationships with Central Ohio housing stakeholders and elected officials.



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### *Application Process*

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To apply, please send cover letter and resume to: [HR@benefactorgroup.com](mailto:HR@benefactorgroup.com)

For inquiries, please contact Ron Guisinger [ron@benefactorgroup.com](mailto:ron@benefactorgroup.com).

Candidates are urged to visit the Alliance website <http://www.ahaco.org/>

*The Affordable Housing Alliance is an Equal Employment Opportunity Employer. All applicants will be considered for employment without attention to race, color, religion, sex, sexual orientation, gender identity, national origin, veteran or disability status.*

### *Life in Columbus*

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Columbus is a booming city—affordable; with a rapidly expanding urban population; peppered with art, music, theater, museums, food, and culture. And, thanks to a growing array of businesses and strong higher education institutions, including The Ohio State University, it's home to a bustling and energetic workforce.

#### **Bustling City—with an Affordable Cost of Living**

Columbus is Ohio's capital and the state's largest city, with two million people in the metropolitan area. It is one of the fastest-growing cities in the U.S., with a population increase of nearly 11% in the past eight years and job growth of 14% in roughly the same period. Its prosperous economy draws millennials and mid-career professionals, creating a young and energetic atmosphere throughout the city—in fact, Columbus was recently awarded the top spot on the Forbes list of Best Cities for Mid-Career Professionals. It is the country's first-ever "Smart City," and is ranked at the top of the list for attracting technology talent. All this—without the high cost of living. According to PayScale.com, the cost of living in Columbus is 10% lower than the national average.

#### **Arts, Culture, and Cuisine Hub**

Columbus, named one of the "30 Most Fun Places to Live in the U.S." by U.S. News & World Report, is flush with creative talent and cultural hotspots. On any given day...

- One might explore the Columbus Museum of Art (...or the Pizzuti Collections, called "one of the top art collections in the world"; or the Wexner Center for the Arts; or the annual Columbus Arts Festival, featuring 280+ artists; or the brand-new "Otherworld" exhibit, a 32,000-sq.-ft.-immersive art installation—the list goes on!).
- Theater aficionados can pay a visit to Columbus' multitude of performing arts spaces: from Shadowbox Live!, to the Columbus Symphony, to four other large theatres, and more.



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- Families might spend a day at the 36,000-sq.-ft. LEGOLAND Discovery Center, top-rated science center COSI, Columbus Zoo and Aquarium, the nation's most highly rated public library system, American Museum of Natural History Dinosaur Gallery, or recently opened National Veterans Memorial and Museum.
- Those with an eye for design can celebrate fashion in Columbus; the city comes in right after New York and Los Angeles as the biggest fashion design city in the nation.

In addition, Columbus is rapidly gaining a reputation as a culinary destination, offering everything from classic diner fare; to fine dining; to offbeat, ethnic, and funky cafes. The city is notably home to restaurateur Cameron Mitchell and Jeni Britton Bauer of Jeni's Splendid Ice Creams, as well as other local favorites. The booming coffee and craft beer scenes are worth mentioning as well—both explorable through the city's enjoyable "coffee trail" and "ale trail" programs.

### **Nature Oases**

While downtown is a bustling urban area, Central Ohio provides ample nature preserves, state parks, and metro parks as well. Notable green spaces include Schiller Park in German Village, the Park of Roses in Clintonville, the Franklin Park Conservatory and Botanical Garden, and the Scioto Mile in downtown Columbus—253 acres of parkland, including miles of multi-use trails and the country's largest free outdoor climbing wall.

### **Top Educational Opportunities**

The region has some of the top public schools in Ohio, as well as a number of independent and parochial schools. In addition to The Ohio State University, the area is home to private institutions of higher learning such as Capital University, Otterbein University, Ohio Dominican University, Ohio Wesleyan University, Denison University, Ashland University, Pontifical College Josephinum, Trinity Lutheran Seminary, and the Methodist Theological School in Ohio.

### **Diverse Neighborhoods**

Columbus has active urban neighborhoods—such as German Village, the Short North Arts District, Olde Towne East, Victorian Village, and Clintonville—with unique housing, galleries and exhibition space, and shopping. The city includes many architectural landmarks, both historic and modern. And, the metropolitan region has established and growing suburbs with many options for primary and secondary education and a wide variety of housing stock.