

OUR MISSION:

To Foster Leadership Continuity Solutions That Help Systems, Organizations, and Individuals Advance Sustainable Community Causes

Housing Resources of Western Colorado

Grand Junction, Colorado



Housing Resources

Empowering independence one home at a time.

Position Profile: **Executive Director**

Background

Housing Resources of Western Colorado creates stable, sustainable Western Colorado homes and builds stronger communities by providing attainable housing, energy efficiency, education, and renovation programs to the residents of 16 counties.

Housing Resources celebrates its 44th anniversary in 2021 as one of the most effective nonprofit community development corporations in the state of Colorado. The organization owns and manages more than 181 affordable housing units across the Western Slope of Colorado with over 36 staff, and office locations in Grand Junction (Main Office), Montrose and Durango.

From its origins in 1977 in Grand Junction as the Energy Office, initially offering energy saving services, in 1982, the organization became a private nonprofit 501(C) 3 corporation and established an advisory board of local professionals dedicated to the wise and sustainable use of the Earth's resources. In 1988 it launched a Weatherization program and over time, additional housing programs were added, including: Housing Rehabilitation (Rehab) Services in 1991, Self Help in 1997, and Property Management in 1998. In 2002, the organization changed its name to Housing Resources of Western Colorado to better reflect its mission and the scope of its work. Housing Resources has been a charter member of NeighborWorks America since 1999, a Certified Housing Development Organization for the State of Colorado and received a HUD Housing Counseling Certification in 2018. In addition, Housing Resources holds an exemplary rating from NeighborWorks America.

Housing Resources is now seeking a collaborative Executive Director to lead the organization on a continued growth trajectory. The new Executive Director's charge is to build on the organization's excellent brand and track record, by leveraging its high-caliber staff, programs, and partnerships to continue its growth to serve more residents throughout Western Colorado. As an organization, Housing Resources values clients first, and the leadership team, staff and Board of Directors are equally committed to a strongly supportive work environment that reflects the empathy and respect for clients that we serve.

Programs

Housing Resources of Western Colorado (HRWC) wants to make its community a better place by providing housing services to those in need. With its core values of altruism, integrity, quality, trust, and fiscal responsibility, Housing Resources has been a vital part of the Western Colorado community for over 44 years. HRWC has continued to grow with the help of our donors and volunteers that make its mission possible.

The Weatherization Program

The Weatherization program provides free energy efficiency and health and safety measures to income qualifying residents who own or rent their homes. The program covers 12 counties. The program is a significant line of business, employing 44% of HRWC's staff and serving an average of 200 households annually. The program has weatherized 8,647 homes and served 28,629 people since its inception.

The Self Help Program

Self Help Housing is a USDA Rural Development "sweat equity" program that gives income qualified families the means to construct their own homes. Families who participate perform approximately 65% of the construction labor, under qualified supervision, on each other's homes. The labor that families contribute substantially reduces the cost of each home, while also building equity. We have created more than 384 affordable homes, housing more 1,267 family members since 1997. In the 2016 Grand Valley Housing Needs Assessment, the results indicated that 250 new affordable homes a year are needed to meet the ongoing demand. Operating the Self-Help program has been a niche market, differentiating HRWC from other housing agencies.

Property Management Program

HRWC's property management portfolio includes 181 units, consisting of apartments, duplexes, and single-family homes, available in a variety of sizes and locations. Rental rates vary and have been established to meet the needs of low to moderate income families. The Housing Resources Rentals program has partnered with other organizations such as the Phoenix Project, and in its partnership with Homeward Bound of the Grand Valley, this project serves as transitional housing for formerly homeless veterans. Property Management is currently the most profitable line of business and the line of business with the highest growth potential due to the expertise and consistency of this program. Rents are well below market and deed restriction maximums.

Housing Rehabilitation Program

HRWC provides income qualifying homeowners low interest-rate loans to repair and maintain their homes. The program has helped to rehabilitate more than 310 homes and housed more than 1,023 family members since its establishment in 1991.

Housing Counseling and Education

In 2018, HRWC responded to the community gap in housing counseling and foreclosure prevention on the Western Slope of Colorado by creating the Housing Counseling and Education Program. The program offers in person homebuyer education (HBE) classes which have served over 380 families since 2018. We also provide financial capability counseling and post purchase classes for Self Help participants.

Community Building and Engagement

Housing Resources provides personalized care by connecting residents to programs and resources to help them transform their lives. The Community Building and Engagement Program supports efforts to build vibrant local communities that provide equitable opportunities for people to thrive. The program has served more than 380 people since its inception.

The Executive Director Position

The Executive Director position has overall responsibility for leading and managing a housing portfolio valued at over \$13,000,000, with an operation of 36 employees and a \$4,000,000 operating budget. The Executive Director reports to the Board of Directors and leads the implementation of the agency's strategic plan, fundraising and financial management strategies. The ED represents the agency at national and regional levels and oversees housing development activities to ensure that the philosophy, mission, and policies established by the Board of Directors (BOD) are implemented in all daily operations, programs, and services. In collaboration with the board of directors, the ED supports the development and effective operation of the Board.

Housing Resources operates locally, while thinking and participating nationally, and gaining access to financial resources, training opportunities and the experience of hundreds of colleagues around the country. Housing Resources most recent Strategic Plan (2018) can be found [here](#).

Key Priorities

To be able to leverage the organization's strong community support and institutional capabilities, the new ED will need to address the following key priorities in their first 18-24 months:

- 1. "Learn" the Organization & Community.** The new Executive Director will be expected to get to know the organization, its six lines of business and their complexity and compliance requirements, the variety, and inter-relationships of funding streams, and build strong working relationships with the board, staff and community in the early months of the job.
- 2. Develop New Organization Strategic Plan.** Working with the Board of Directors and staff, the new Executive Director will engage with stakeholders to understand opportunities and community needs across the region and develop the organization's next visionary strategic plan to continue and strengthen service to the community, building organizational capacity for best achievement of its mission.
- 3. Strengthen Leadership Team.** Develop, strengthen, and support a strongly collaborative and unified organizational leadership team by providing heart-centered leadership and management support, assessing areas for training and increased staff capacity, and mentoring and supporting strong leaders. It is expected that finance functions and possibly others will need to be hired in the first 18 months.
- 4. Increase Financial Transparency/Understanding for Strategic Governance.** Strengthen internal reporting and Board understanding of grant deliverables, performance metrics, financing mechanisms, and budget. Develop financial management capacity of the organization and the Board. Develop excellent understanding of compliance requirements and cashflow.

5. Develop and Align Organizational Resources to Execute New Strategic Plan. Develop a coordinated and diversified fundraising strategy that is internally consistent across program areas; build relationships with funders. Align the resources of the organization, both human and financial, to strengthen the organization & budget to implement the new strategic plan. Assess potential for each line of business, identify and secure diversified funding streams to meet the organization's annual budget and strengthen the operation to best achieve its mission.

These priorities may be spread across a broader range of organizational leaders as the new Executive Director acclimates and assesses leadership roles.

Experience and Attributes

Ideal candidates for this position will be passionate about Housing Resources' mission, compassionate and empathetic toward Housing Resources' residents and community members, excited to work with the Housing Resources leadership team and Board of Directors to take our organization to our next level in supporting Western Coloradoans. Such candidates will be collaborative team builders with high emotional intelligence. The ideal candidate will be a strategic leader who has significant experience with real estate development, community development and affordable housing. A reflective and listening style of communication and a high level of integrity and ethics are also desired. Essential qualifications include:

- Ten (10) plus years of increasing responsibility and executive leadership in the field of affordable housing development, real estate development, finance, construction, and housing programs.
- Extensive knowledge and experience in managing affordable housing programs, experience with affordable housing property management, housing development and resource development.
- Experience with housing counseling, mortgage programs, housing rehab and weatherization programs, and housing development, including but not limited to low-income housing tax credits, conventional debt, single-family, and tax-exempt bond financing,
- Experience with local and state housing programs, and experience and knowledge of other affordable housing instruments such as Fannie Mae, Freddie Mac, HUD, FHA, USDA, and state housing finance agency finance.
- Experience managing programs with multiple funding streams and an agency with multiple lines of business. Extensive knowledge of government contracting requirements, compliance, and audits.
- Strong, demonstrated financial analysis expertise.
- Demonstrated experience with diversified fund development, including grant writing, earned income social ventures, major donors, in addition to housing financing.
- Significant experience in working successfully with a non-profit Board of Directors.
- Proven leadership and management skills to motivate and strengthen teams, consultants, and contractors. Humility. Values working with different personality types and fosters a mutually supportive working environment.
- Successful track-record in working effectively and strategically with elected officials.
- Growth and learning mindset; versatility.
- Experience in Western US rural and small city housing environments a plus. Excellent verbal and written communication skills, financial analysis, Web Research, Microsoft Word, Excel, Publisher, PowerPoint, and Adobe Acrobat.
- Bachelor's degree in a field related to community development, Masters' degree preferred. Commensurate experience may substitute for a Bachelor's or Master's degree.

Requirements

- Valid driver's license, safe driving record, current vehicle insurance and the ability to use a personal vehicle or have ready access to other reliable transportation to make work-related travel possible.
- Willingness to travel within the region and out of state.
- Must be able to pass criminal background check.

Working Conditions

Work is performed typically in office environments and a variety of settings and among diverse stakeholders and audiences. Significant time spent sitting in meetings, at a computer screen for extended periods and speaking before large audiences. Frequent use of phones to communicate with stakeholders. Frequently works outside normal working hours and will travel due to work performed at HRWC's several offices and with stakeholders in the community. Require occasional travel out of town and out of state.

Compensation

\$105,000 to \$125,000 DOE. Benefits include \$6,000 towards health care benefits, 6 weeks of PTO, Ten Paid Holidays, Flexible Spending Account, 403(b) Tax Shelter Annuity, Tuition Reimbursement, and short-term disability insurance.

Application Process

Email resume and cover letter to execsearchhrwco@thirdsectorcompany.com
(E-mail applications with cover letters are required.)

Housing Resources of Western Colorado is an Equal Employment Opportunity (EEO) employer and values diversity and its role in building a more inclusive culture and, ultimately, a more capable organization. Housing Resources of Western Colorado embraces diversity and equal opportunity in a serious way. We are committed to building a team that represents a variety of backgrounds, perspectives, and skills. The more inclusive we are, the better our work will be.