

Position Profile
Executive Director
Community Housing Associates, Inc.
Baltimore, MD

Community Housing Associates, Inc. seeks a mission driven strategic leader to be its next Executive Director and who will successfully grow the organization and build its capacity to develop and manage affordable housing for persons with mental illness.

The Organization

The mission of Community Housing Associates, Inc. (CHA) is the development and maintenance of stable housing throughout Baltimore City for persons with mental illness. By creating a range of units, we maximize the choices available for people seeking independent living. Our approach is affordable housing with appropriate support. Individuals come to CHA by referral from mental health care providers through a system coordinated primarily by Baltimore City's Mayors Office of Homeless Services. All have a disability and are either homeless or at risk of being homeless.

CHA is a private, nonprofit organization dedicated to developing and managing affordable housing for low income individuals and families who are affected by psychiatric disabilities. By linking residents of our housing with a broad network of mental health services, we enable individuals to live safely within the community, with the greatest independence each can achieve.

CHA was established as an independent, housing development organization in 1989 through an initiative of the Baltimore Mental Health Systems (BMHS), a public, coordinating agency for mental health services in the City of Baltimore. CHA was launched with a major, five-year grant from the Robert Woods Johnson Foundation.

Since it began, CHA has developed, managed or leased housing for individuals and families with mental illness, using a wide range of public and private financing sources. CHA itself has developed units of rental housing and also provides housing by leasing units from private landlords. CHA serves individuals with very low incomes of 0-30% of area median income. Our creative use of resources has ensured that no individual pays more than 30% of their income for housing.

CHA's housing units are geographically widely dispersed. Most are row homes or small, single-family detached homes. They are located near public transportation, shopping areas and places of worship. CHA has developed its own units through the creation of a limited partnership and a nonprofit Charm City Housing. CHA has also developed HUD projects and group homes and rents single apartments and other units from private landlords.

CHA has also been involved with or spearheaded the development of projects other than traditional residential:

- Safe Haven II (aka the Ethel Elan Safe Haven) provides housing to homeless adults with mental illness in a low-pressure atmosphere, in the hopes that through housing, they might become engaged in services.
- Harford Center – CHA, in partnership with On Our Own of Maryland, developed a drop-in center (Harford Center) for adults with a psychiatric diagnosis.
- HOPE Drop-In Center – CHA provides HOPE (Helping Other People through Empowerment) with program space for their drop-in center for homeless adults with mental illness.

CHA is governed by a small Board of Directors and has a staff of 6 people. The organization's current operating budget is \$2.5M.

The Position

The Executive Director reports to the Board of Directors, and provides direction and leadership for the organization's mission and vision, represents and speaks for the organization and its work, and is responsible for management and oversight of the day-to-day operations. The Executive Director provides organizational and administrative leadership and is responsible for assuring that the decisions, recommendations and actions of the Board are implemented.

The Executive Director will ensure that service objectives are achieved in a financially sound manner and demonstrate strong personal and strategic leadership and integrity. S/he will have a proven track record of implementing a strategy to assess and meet current community needs and identifying evolving needs; as well as evaluating progress and quality.

CHA's current leader is an interim Executive Director. Prior to his hire, the organization was being led and managed by a Management Team with Board support. CHA's current operational work plan for FY 2022 includes the strategic goals of:

1. Completing the transition of CHA to an independent nonprofit.
2. Improve the performance and efficiency of key operational processes, and as a result help stabilize CHA's financial position.
3. Develop a multi-year plan for the expansion of the housing portfolio.
4. Invest in the capacity of CHA's Board of Directors and staff to strengthen our leadership, our team, our resource development capacity, and thus our ability to grow and thrive as an organization.

This is an exciting opportunity for a leader who wants to build an organization into one that makes a bigger impact and difference in the community. The drive and determination to build an organization and its influence will be a key factor that we will consider in our hiring process.

Leadership Near-Term Priorities

In addition to realizing the goals listed above, the Executive Director will also focus on the following near term priorities over the next 12 – 18 months, which will ensure a successful transition:

- Thoroughly understand CHA – our history, values, mission, finances, funding, structure and challenges and continue the work of refreshing our organization
- Articulate a clear strategic vision and plan, in collaboration with Board and staff
- Establish relationships and build trust with all CHA stakeholders, including Board, staff, funders, partners, and clients
- Understand our community, currently the city of Baltimore, and its challenges for persons with mental illness
- Work with the Board to build its capacity
- Strengthen the organization's financial position, and facilitate future growth
- Communicate regularly and effectively with all the organization's stakeholders

Key Responsibilities

Reporting to the Board of Directors, the Executive Director will:

- Provide visionary and strategic leadership to implement CHA's objectives and goals;
- Lead the financial and administrative functions to continuously assess availability of adequate resources to meet current organization needs;
- Direct all real estate development operations;

- Oversee the negotiation of all major agreements and financing documents, including limited partnership agreements, loan documents, construction contracts, architectural agreements and property management agreements;
- Oversee overall progress of projects in terms of budgets and timelines
- Build and maintain positive and effective relationships with external partners, including banks, investors, government lenders and contractors;
- Maintain a working knowledge of significant developments in the field;
- Serve as an articulate, visible and effective spokesperson for the organization and its projects; and
- Develop and recommend annual budget and insure that all funds, assets and property of the organization are appropriately administered and reported.

Experience and Attributes

Ideal candidates for this position will demonstrate an ability to quickly integrate into the organization and become an engaged, inspiring and mission driven leader. Candidates will bring a variety of experiences and attributes to CHA, including:

- Experience and success as a transformational, visionary, and innovative leader who has led change and growth;
- Significant business and financial acumen and experience with administrative and fiscal management, budgeting and operations;
- Exceptional interpersonal and networking skills, strong written and oral communication skills, and the ability to interact with diverse audiences;
- Commitment to and skill with community involvement and engagement, building partnerships and collaboration with other organizations;
- Experienced and technically proficient in all aspects of affordable housing real estate development, ideally in the nonprofit sector highly preferred;
- Senior level organizational and operational management experience in the area of housing for disadvantaged persons preferred;
- Experience with major housing subsidy programs and their sponsor agencies preferred;
- An understanding of and willingness to support persons with mental illness and behavioral health issues;
- A high level of social and emotional intelligence, willing to learn what they may not know;
- Organized, entrepreneurial with a creative approach to problem solving;
- Ability to analyze complex data and perform sophisticated analysis;
- Ability to understand and balance the needs of the organization and our clients;
- Experience in and understanding of how to work with government agencies;
- An inspiring leadership style with the ability to align staff with the vision for the organization;
- Experience working with a board of directors and developing engaged and effective governance;
- Bachelor's degree preferred, relevant experience may be substituted; and
- Knowledge of Baltimore or an urban environment, people, culture, issues and relationships is preferred.

Salary is negotiable in the mid-\$90,000 range based on experience. Relocation assistance is not available. The successful Executive Director can help grow the organization and the salaries of all staff in the short term.

Application Process

To apply, e-mail your resume, a cover letter that explains your interest in and qualifications for the position, and salary requirements to: CHA.Balt.EDSearch@gmail.com (*e-mail applications are required*). For other inquiries, contact Catrese Brown at catresebrown@gmail.com

Community Housing Associates, LLC is an equal opportunity employer. Resume review begins immediately.