Confidential Position Specification

Housing Trust Silicon Valley
Chief Executive Officer

July 2020
CONFIDENTIAL POSITION SPECIFICATION

<table>
<thead>
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<th>Position</th>
<th>Chief Executive Officer</th>
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<tbody>
<tr>
<td>Company</td>
<td>Housing Trust Silicon Valley</td>
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<tr>
<td>Location</td>
<td>San Jose, CA</td>
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<tr>
<td>Reporting Relationship</td>
<td>This position reports to the Board of Directors</td>
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<tr>
<td>Website</td>
<td>housingtrustsv.org</td>
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ORGANIZATION BACKGROUND

Housing Trust Silicon Valley (HT) is leading the effort to create a strong affordable housing market in the greater Bay Area as one of the region’s highest-volume nonprofit housing lenders. HT is a highly respected and impactful nonprofit Community Development Financial Institution (CDFI) helping to create homes and support for people experiencing homelessness, renters, and first-time homebuyers. Through its lending, HT assists a wide range of residents across the entire spectrum of housing issues. Since 2000, Housing Trust has invested over $335 million – creating more than 20,000 affordable homes serving over 33,500 of our neighbors. Housing Trust is the first nonprofit CDFI to receive a Standard & Poor’s rating (AA-) because of its strong financial condition.

HT operates with 2020/2021 fiscal year budgeted revenue of $22M, total assets of $250M, and staff of 38. HT plans to lend over $115M in the upcoming fiscal year.

As HT reflects on its twentieth anniversary, they know that their biggest accomplishments are still to come. Their efforts over the next few years will require an acceleration of impact and significant contributions from the public, private, and nonprofit sectors. HT leadership is committed to driving change and using its market position to address historically inequitable housing practices and the root causes of our affordable housing crisis in order to promote better solutions and more housing for the communities we serve. HT is confident that it can increase its impact by several multiples from where it sits today.

KEY RESPONSIBILITIES

The Chief Executive Officer (CEO) is the key leader to accomplishing the bold and important mission for HT. The CEO has the ultimate responsibility of building on HT’s existing success and accelerating organizational strategic planning, program development and effectiveness, external relations, fiscal management, board relations and policy development. The CEO leads an outstanding senior staff team, which consists of the Chief Financial Officer, the Chief Development Officer, the Chief Lending Officer, and the Chief Compliance and Risk Officer. The CEO represents the organization to external constituencies including corporate donors, financial and housing industry groups, investors, legislative leaders, state and federal officials. The CEO oversees programmatic and financial activities and provides oversight, leadership and management to the organization.

Housing Trust is an unique nonprofit organization – HT is both a leader in the CDFI industry, innovating with new capital sources and structures, such as the TECH Fund and the Community Impact Note developed in-house at HT; and it is a leader in the affordable housing industry, developing new tools that address key needs in the affordable housing
finance system and providing thought leadership to the region and state. The CEO must be comfortable leading in the 13 county Bay Area region, collaborating with government and civic organizations and corporate and foundation investors including, for example, Apple, Google and Cisco.

The CEO reports to the HT Board of Directors. Specific responsibilities include but are not limited to:

**Leadership & Management**

- Lead, coach and develop HT’s senior management team.
- Lead, coach and develop the organization’s Diversity, Equity and Inclusion culture.
- Develop, maintain, actively engage and collaborate with the HT Board of Directors. Seek and build board involvement with strategic direction.
- Elicit and sustain engagement with partnering CDFIs, banks, nonprofit organizations, government agencies, funders and investors to achieve HT mission and strategic objectives.
- Oversee development of strategic plans and goals and annual business plans.
- Ensure effective systems to track progress, and regularly evaluate programs to measure successes that can be effectively communicated to the board, funders, and other constituents.
- Ensure ongoing programmatic impact and consistent quality of finance and administration, fundraising, communications, and systems to meet strategic business goals of the corporation.
- Act as primary spokesperson for HT for local, state and national media.
- Represent HT to external audiences through speaking at conferences, webinars, government meetings, speaking panels and through written communications such as op-eds, blogposts and social media.

**Fund Development**

- Identify capital requirements and seek out sources of capital to use for lending and other programmatic goals.
- Raise additional debt capital from traditional and innovative sources.
- Raise additional unrestricted funds to support strategic objectives.
- Expand existing fundraising activities and events.
- Continue to manage and build relationships with corporate, philanthropic and government stakeholders that are potential sources of capital investments and grants.

**Enterprise Risk Management**

- Support development of an existing ERM program that identifies key organizational risks and effective policies and procedures to govern those risks.
Planning & New Business

- Design, complete, update and implement a strategic business plan that maximizes impact, expanding HT's geographic presence in key underserved areas and embraces a historical understanding of the root causes of housing segregation, inequity and lack of affordable housing for minority communities.

- Build and strengthen regional partnerships, establishing relationships with financial institutions, affordable housing developers, funders, investors and political and community leaders.

- Strategize the lending business of the corporation.

- Maintains deep knowledge of the housing and community development finance industry, with emphasis on affordable housing lending.

- Work with regional partners to develop affordable housing policies.

PROFESSIONAL EXPERIENCE/QUALIFICATIONS

The CEO will be thoroughly committed to HT’s mission. The CEO will bring proven leadership, personnel, financial and relationship management experience. Experience and skills include:

- Experience managing teams with senior management experience; track record of effectively leading an impact-centered organization and staff.

- Mission-driven orientation, deeply committed to expanding affordable housing for low- and moderate-income communities, including historically segregated and underserved communities.

- Experience in the complexities of housing finance, lending and development.

- Experience and passion for engaging donors and investors to drive impact; a proven track record of fundraising and/or partnership within the Tech ecosystem is highly preferred.

- Experience developing and operationalizing strategies that take an organization to the next stage of growth.

- Experience leading and managing an organization with diversity, equity and inclusion embedded in the culture and mission.

Skills

- Excellence in organizational management with the ability to coach staff, manage and develop high-performance teams, set and achieve strategic objectives and manage a budget, advise on complex financial transactions and plans.

- Success working with a Board of Directors and the ability to cultivate existing board member relationships.

- Public relations, marketing and fundraising experience.

- Engagement experience with a wide range of stakeholders; a listening and partnership orientation with the communities served.

- Superior communication skills and excellent interpersonal skills.

- Collaborative management style and proven management experience.

- Action-oriented, entrepreneurial, adaptable and innovative approach to business planning.
EDUCATION
Bachelor’s degree in urban planning, public policy, business, finance or related field. Master’s degree in related field preferred.

COMPENSATION
A competitive compensation package including a bonus plan and benefits will be provided. This is a full-time, exempt position.

TO APPLY
Please submit your cover letter and resume directly to HTCEO@kornferry.com. Cover letters are required.

*Housing Trust is an equal opportunity employer to all regardless of race, color, national origin, ancestry, sex, marital status, disability, religious or political affiliation, actual or perceived gender identity, age or sexual orientation. Housing Trust is committed to diversity, equity and inclusion and our goal is to have a workforce (at all job levels) that is representative of the communities we serve.*