



CARLSONBECK

EXECUTIVE SEARCH FOR PHILANTHROPY & NONPROFITS

Position Specification



Chief of Portfolio Operations

22 May 2019



Carlson Beck advises **Tenderloin Neighborhood Development Corporation** on the basis of an exclusive consulting engagement.



POSITION SPECIFICATION

TENDERLOIN NEIGHBORHOOD DEVELOPMENT CORPORATION

THE POSITION: CHIEF OF PORTFOLIO OPERATIONS

REPORTS TO: CHIEF EXECUTIVE OFFICER

LOCATION: SAN FRANCISCO, CALIFORNIA

THE ORGANIZATION

Mission

The mission of Tenderloin Neighborhood Development Corporation (“TNDC”) is to develop community and provide affordable housing and services for people with low-incomes in the Tenderloin and throughout San Francisco, to promote equitable access to opportunity and resources.

Overview

TNDC was established in 1981, growing from owning one Single Room Occupancy residential hotel in the Tenderloin to becoming a substantial, citywide organization focused on homes, health and voice. TNDC currently employs over 450 staff; develops, owns, manages and provides supportive services in 42 properties that offer over 3,700 units of deeply affordable housing for over 5,000 tenants, along with over 150,000 square feet of commercial space. TNDC undertakes a wide array of community development work, including community organizing and planning, health and wellness, food security, policy analysis and advocacy and out-of-school time programming. TNDC anticipates continuing portfolio growth in the next three years, with over 500 units slated to complete construction and many additional sites in its development pipeline.

TNDC is viewed as a trusted and well-organized community ally locally and a practice leader nationally. In San Francisco, TNDC envisions a world where everyone has a stable and safe place to call home. A world where housing is treated as a human right. A world where economic status, race, and other social identities do not determine where or how people can live. Where everyone has a meaningful voice in the decisions affecting them. Where future generations are better off than the ones preceding them.

TNDC values are **Integrity, Excellence, Inclusion, Collaboration and Equity.**

TNDC is committed to equity in employment and services. We encourage people with a diverse range of backgrounds to apply.



Operations

TNDC is governed by a **20-member Board of Directors** comprised of local residents, tenants, and professionals in real estate, financial services, property management, social services and the legal sector. The Board meets bi-monthly, and eight standing Committees of the Board meet monthly to oversee the organization's respective departments. There is an annual day-long retreat attended by Board and senior staff for the purpose of updating the participants on environmental and sector influences, annual goal setting and business plan review.

The organization has a **staff of more than 450 FTE**. The following **Executive Management Team** members report to the Chief Executive Officer:

- Chief Operating Officer
- Chief Financial Officer
- Chief of Portfolio Operations
- Chief Talent Officer

Additional **Senior Management Team** members include:

- Director of Finance
- Director of Housing Development
- Director of Fund Development
- Director of Tenant and Community Services
- Senior Community Organizing and Planning Manager
- Director of Asset Management
- Director of Human Resources Operations
- Director of Property Operations
- Information Technology Manager
- Senior Administrative Operations Manager

TNDC (and related entities) has an annual operating budget of **\$60 million**; TNDC also maintains a substantial and prudent operating reserve. Revenue is well-diversified; 80% of revenue is from operating properties, with the balance of corporate and program operations funded through a mix of developer fees, management fees, fundraising and contract revenues. New housing development is typically funded with Low Income Housing Tax Credit equity investments, private debt, and deferred payment loans from local, state and federal sources. Projects' financing is complex and includes the management of numerous related partnerships, LLCs and other entities as well as complicated compliance requirements. Long-term ownership of a diverse portfolio of 42 properties entails balancing affordability, financial sustainability and periodic recapitalization of physical assets.

TNDC funds its tenant services programs primarily through building operations and contracts with the City and County of San Francisco, with additional financial support from individuals, corporations, and foundations, including revenue raised from TNDC's two annual signature events – the Anniversary Dinner and the Celebrity Pool Toss.

For more information on TNDC, please see www.tndc.org.



THE POSITION

TNDC is seeking to fill a crucial executive leadership position to oversee its substantial affordable housing portfolio, guide the organization through significant growth in the number of properties, units and staff that will take place over the next three years, and position TNDC for future opportunities. The position will join an executive leadership team composed of the Chief Executive, Operating, Talent and Financial Officers. The Chief of Portfolio Operations will closely collaborate with this team to ensure that the organization is appropriately staffed, managed and governed to fulfill TNDC's mission, build on its strong financial health, and position it for future opportunities that will align with its mission and long-term sustainability. The Chief of Portfolio Operations, jointly with other members of the executive staff, will be involved in the areas of organizational decision-making that are critical to steering TNDC's direction and implementing its goals and strategies including, for example, personnel, budgeting, Board matters, relationship-building, politics and policy as well as overall agency performance.

Having nearly doubled in size over the past seven years, TNDC has a Property Management Department comprised of more than 300 staff, accompanied by property development plans whose completion will bring at least 50 more staff within the next three years. The Chief of Portfolio Operations will bear significant responsibilities for assessing, enhancing, and maintaining stable operations amid significant growth. Annual property-related revenue exceeds \$65 million, and the Department oversees \$2-\$4 million of capital improvement work annually. To support the occupied renovation projects it undertakes, TNDC operates a significant tenant relocation operation within its Property Management Department, and the organization is a nationally recognized leader in sustainability. TNDC will consider expanding into third-party property management.

TNDC is seeking an effective executive who can maintain efficient operations at its current, recently-achieved scale while designing and implementing a path of growth that honors its best practices and values, developing staff while successfully overseeing the changes necessary to continue operating at a greater scale and in an evolving environment.

Responsibilities

Leadership and Change Management

- Participate in the **Leadership Team and the Executive Management Team** and contribute to overall organizational strategy and decision-making.
- Serve as Executive Sponsor for key **organizational improvement projects**.
- Analyze the strengths and challenges of TNDC's property management operations in the context of anticipated growth and develop and communicate a vision for **change and improvement**.
- Continually assess the core functions and leadership team of the Property Management department as needed to align with immediate and future **growth opportunities**.
- Identify opportunities for **improved systems** and defined standards, champion their development and secure organizational support, and ensure effective implementation and ongoing compliance.
- **Represent TNDC** externally with funders, investors, elected officials, community partners, and tenant groups, and serve as primary negotiator for new property contracts and management agreements.

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- Serve as co-lead staff to TNDC's Asset/Property Management **Board Committee**, and present to the full Board of Directors on issues related to portfolio performance and new opportunities.
 - Lead or participate in on-going and ad hoc **staff Committees**, including for example strategic planning, learning and evaluation and safety.
 - Collaborate with the CFO and COO in the development of **annual organizational goals and budgets**, long-range financial projections and goal-setting that aligns with the strategic priorities of TNDC.
 - As a member of the Executive Management Team, work collaboratively among peers and departments to optimize organizational performance and achieve organizational goals.

Supervision and Operational Oversight

- Directly **supervise** the Director of Property Operations, Facilities Director, Compliance Director, Senior Financial Manager and potentially other key staff.
- Reinforce a strong performance-based culture, with appropriate **performance measurement tools** and procedures in place.
- Collaborate with the COO to champion the continued strong **collaboration** among Tenant and Community Services, Community Organizing, Housing Development and Property Management staff at all levels of property operations.
- Champion a strong **team culture** within the Property Management Department and among all TNDC Departments, so that staff have opportunities for input and leadership, are clear about their respective roles, value working collaboratively, and contribute to innovations.
- Oversee the continuing design and development of **systems, structures and initiatives** that support staff learning, development, and role clarification.
- Work closely with the Chief Talent Officer to recruit, select, retain and develop **high quality Property Management staff**.
- **Coach, mentor and develop staff**; create professional development plans to engage and retain talent; work with Human Resources to create career paths and ladders.
- Ensure that the Property Management department's **policies and processes** are administered effectively, consistently, and in compliance with relevant laws and regulations and funder/investor requirements.

Facilities Management, Capital Improvements and Sustainability

- Oversee the implementation of formal **housing quality standards**, a method for monitoring, and a system for addressing shortcomings.
- Oversee, and collaborate with the Director of Asset Management, to plan and implement **capital improvement projects** across the portfolio.
- Supervise and support the continuing reduction in use of energy resources through **sustainability projects** and practices throughout the portfolio.

Budget Management

- Work closely with the Chief Financial Officer and the Director of Asset Management around all issues touching the portfolio's **long-term physical and financial sustainability** from TNDC's standpoint as a property owner.
- Oversee the development and monitor the implementation of budgets for each existing property.



- Ensure that **net cash goals** are met while service quality and housing affordability is sustained or enhanced.
- Work with the Director of Housing Development to underwrite the development of **new affordable housing projects**.
- Collaborate with the CEO to ensure that **commercial properties** align with TNDC's vision and achieve financial goals.

CANDIDATE QUALIFICATIONS / EXPERIENCE

Education: An undergraduate degree from an accredited college or university is required. Master's Degree in Public Administration, City and Regional Planning, Business Administration or a related field is preferred.

Experience: Minimum of 10 years of increasingly responsible experience in the property management or a related field.

Seven years of experience supervising professional staff.

Demonstrated commitment to affordable housing or people with low incomes.

Significant experience in affordable housing.

Significant experience in a non-profit organization.

Familiarity with HUD, Tax Credit and Housing Authority property operations and compliance.

Familiarity with the Tenderloin community and San Francisco government.

Demonstrated ability to speak a second language (Cantonese, Mandarin, Spanish, Tagalog, Russian) is highly desired.

COMPETENCIES / ATTRIBUTES

The successful professional will have demonstrated the ability to:

- Lead through an inclusive, collaborative style that achieves outcomes and promotes a healthy working dynamic.
- Utilize superior communication skills with an ability to articulate a clear and compelling vision and lead others to embrace and implement it.
- Make effective external and internal presentations on complex topics that serve to represent the organization's values and interests accurately and effectively.
- Plan, manage and execute on complex budgets
- Successfully implement an organizational change strategy that has demonstrably benefited organizational effectiveness.
- Engage exceptional interpersonal skills, with the ability to develop effective working relationships with people from diverse demographic and cultural backgrounds.

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- Consistently execute sound and accurate judgment.
 - Attract, develop and retain top talent.
 - Analyze and interpret complex situations with multiple variables, to define problems, analyze data, establish facts, and draw valid conclusions.
 - Advanced proficiency with MS suite.
 - Exceptional writing and mathematical skills.

Physical Demands and Working Environment

- The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job.
- Work environment characteristics are representative of those an employee encounters while performing the essential functions of the job. The employee works primarily in an office environment.
- Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

COMPENSATION

TNDC is offering a competitive salary for this position that is commensurate with the experience level needed to effectively execute the CPO role for an organization of its size, budget, and complexity.

TNDC is an equal opportunity employer; it encourages diverse professionals to actively consider this opportunity.

For more information regarding TNDC and the CPO position, please contact:

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