



# CHIEF EXECUTIVE OFFICER



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# THE ORGANIZATIONS



**Vision:** Every individual aspiring to self-sufficiency should have access to a safe, secure, and affordable home.

**Mission:** Housing Hope shall promote and provide affordable housing and tailored services to reduce homelessness and poverty for residents of Snohomish County and Camano Island.

Housing Hope was founded in 1987 to meet the desperate community need for emergency shelter and subsequently developed into a full continuum of housing and supportive services. Housing Hope Properties was established in 1992 with the mission "To acquire, lease, rehabilitate, construct and otherwise provide decent, safe, sanitary and affordable housing for the very-low and low-income families and individuals residing in Snohomish County and Camano Island."

HopeWorks, an affiliate of Housing Hope, was launched in January 2011 with the goal of helping individuals gain skills and training for in-demand jobs. Housing Hope is a vibrant, growing, and dynamic organization offering a complete continuum of housing solutions and social support programs and is Snohomish County's largest affordable housing developer. Housing Hope has completed 73 affordable housing developments located throughout Snohomish County and Camano Island.



The agency owns and operates 541 residential units at 23 locations and has also managed the completion of 328 low-income owner-built homes. By providing affordable housing and a social services program, Housing Hope enables families to achieve self-sufficiency so they can break the generational cycle of poverty.

Housing Hope is adding to Snohomish County's affordable housing inventory with an additional 60 units in Marysville, WA, slated to open in 2023. Thirty units are for families coming directly from homelessness and the other 30 are for families with low incomes. Several other exciting projects are in the agency's housing development pipeline with an ambitious goal of adding 1,000 units by 2030.

Families grow in self-sufficiency by focusing on four overarching goals:

- Maintain permanent housing
- Increase household earned income
- Improve life skills
- Expand parenting knowledge and skills to help their children thrive



# THE ORGANIZATIONS (CONT.)

## HOPEWORKS

*a Housing Hope affiliate*

**Mission:** Creating pathways to self-sufficiency through social enterprises that provide hope, empowerment, education, and job training.

Founded in 2011, HopeWorks Social Enterprises is a 501(c)3 subsidiary of Housing Hope that helps low-income Snohomish County residents achieve self-sufficiency by providing training and pathways to living-wage jobs. HopeWorks launched its first social enterprise business, [GroundWorks](#) Landscaping, in 2011. [Renew Home and Decor](#) followed in 2013, CafeWorks, a youth barista training program and a collaboration with Cocoon House, began in 2015 and evolved into [Kindred Kitchen](#).

A third major area of focus along with housing and jobs, [Tomorrow's Hope Child Development Center](#) is a collaboration between Housing Hope and HopeWorks currently serving 121 children with plans underway to create a new facility to double capacity. In addition, the organization holds a behavioral health license to give special attention to helping children overcome the traumas of homelessness and extreme poverty. Housed under the HopeWorks banner since 2021, Tomorrow's Hope is another option for those who wish to pursue training in the in-demand early childhood education field.



Additional fields of employment are currently under consideration and include construction, property management, administration, and IT.

HopeWorks' unique employment training model is designed specifically for homeless and at-risk very low-income adults and youth who are unemployed or underemployed. These individuals desire a career pathway opportunity that can lift them and their family out of poverty.

HopeWorks provides the education, job training, and support in a healthily structured but "real world" environment that helps change the attitude and outlook for participants. This model uses a holistic approach to help individuals build sustainable careers through interpersonal self-growth, pre-employment education, computer skills development, and hands-on job training in in-demand fields. Each of HopeWorks' social enterprise programs is grounded in the principals of diversity, equity, and inclusion.



# THE POSITION

The CEO reports to and works collaboratively with the Board of Directors to lead Housing Hope and its subsidiaries, including Housing Hope Properties and HopeWorks Social Enterprises, (Agency) as an integrated organization that realizes its strategic long-term vision. Specifically, the CEO will ensure that the Agency's fiscal, operational, fundraising, marketing, human resources, technology, and programmatic strategies are effectively implemented across all segments of the organization. The position's current direct reports are the Chief Financial Officer, Chief Housing Officer, the Housing Hope Chief Operating Officer, and the HopeWorks Chief Operating Officer. The Strategic Projects Manager and an Executive Assistant also assist and report to the CEO.

The CEO's attentions are primarily focused on pursuing longer term strategic initiatives, cultivating external stakeholder relationships and strengthening the financial capability of the agency. Additionally, the CEO significantly influences the operating tone and culture for the agency. The position is accountable for an organization with a combined annual operating budget of \$15 million, a staff of 170 people and two Boards of Directors (Housing Hope, HopeWorks).



# OPPORTUNITIES FOR IMPACT/PRIORITY ACTIVITIES

- Establish relationships with Board members, staff members, donors and funders, community and civic leaders, partners, and other stakeholders.
- Familiarize self with Vision 2030, the current strategic plan; assess the organization's progress toward the goals outlined in the plan; report concerns, recommendations, or enhancements to the Board; partner with the rest of the executive leadership team to create and implement operational plans designed to achieve these bold goals.
- Extend and expand the DEI and anti-racism work that is already underway and deeply rooted within the organization.
- Identify and report on the appropriate key performance indicators (KPIs) to ensure the Boards of Directors receive clear communication reflecting progress toward strategic objectives, operational excellence, and financial strength.
- Provide fiscal oversight and oversee the continuous improvement of the budgeting process to create comprehensive annual operating budget(s) that reflect the Agency's strategic vision and operating plans.
- Review and assess current organizational structure, staffing levels, internal policies, and systems to ensure the organization is appropriately resourced to accommodate planned growth and expansion.
- Work with HopeWorks leadership to continue to expand and deepen the organization's work while looking for opportunities to improve operating margins and secure new funding which results in greater long-term financial sustainability.
- The Agency is currently evaluating an opportunity to purchase a piece of property that would serve as a location for expanding the [Tomorrow's Hope](#) facility and program and provide additional administrative office space. The new CEO will play a key role in continuing the purchase process if the organization chooses to move forward.
- Provide inspirational and adaptive leadership



and direction to staff and ensure the continued development and management of a professional, effective, and engaged team. Actively mentor and develop the Agency's executive leadership team.

- Personally cultivate collaborative relationships with non-profit agencies that may assist in achievement of the Agency's vision, strategic objectives, and operating plans, as well as with major donors including individuals, charitable foundations, and other organizations.
- Establish and maintain strong communications and relationships with key governmental funders including municipalities, Snohomish County, the State of Washington, the Washington State Housing Finance Commission, Public Housing Authorities, and Workforce Snohomish.
- Pursue relationships that may result in contributions or acquisition of land for the Agency's housing program. These relationships include school districts and faith-based organizations among others.
- Serve as the voice and face of the Agency. Embrace opportunities for public speaking and writing. Participate in leadership for the Housing Consortium of Everett and Snohomish County.
- Support, motivate, and empower the organization's staff and volunteers by facilitating cross-departmental collaboration and strengthening internal communications with staff throughout the organization.
- Create and promote a transparent, positive, multicultural work environment that supports consistency throughout the organization's strategy, operational methods, data collection needs, and reporting requirements.

# LEADERSHIP ABILITIES

Candidates will be evaluated on the full range of their lived and learned experience, professional background, volunteer experience, and direct and transferable skills. The Agency is seeking candidates with a compelling combination of demonstrated experience and skills in some, or all, of the following areas:

- Mid-career or more overall professional experience with successful Executive Director or CEO experience strongly preferred. Experience serving as a CEO, Executive Director, Deputy Director, COO, CAO, CFO, or similar role(s), or as a senior staff member of an organization, division, or department of comparable size.
- Prior experience in affordable housing finance and development is strongly preferred.
- Broad understanding of all aspects of running non-profit organizations (board development, finances, operations, information technology, human resources, real estate development, and facilities management).
- Exposure to social sector or nonprofit services, business operations, public sector operations, housing development, homeless services, economic mobility, or human services – which may come from board, volunteer, or staff service – is required for success in this role.

## SKILLS & ATTRIBUTES:

- Strong cultural competence with a passion for DEI and anti-racism.
- Forward-thinking, and creative individual with high ethical standards.
- Has a clear understanding of the causes and influences on poverty derived from lived and/or professional experience.
- Strategic vision, sound technical skills, analytical ability, and good judgment.
- Financially savvy leader with the ability to set clear priorities, delegate, and guide investment in people and systems.
- Board development, fundraising, and marketing/branding experience.
- Presentation and communication skills and the experience and presence to be an effective spokesperson, relationship builder, and fundraiser.
- Strong commitment to the professional development of staff; successful track record of recruiting and retaining a diverse team.
- Good educator who is trustworthy and willing to share information and serve as a mentor.
- Able to connect with elected officials across the political spectrum to effectively advocate for positive policy change that moves the needle on poverty alleviation and economic mobility.
- Coalition-building skills with an ability to communicate and work effectively with a variety of internal and external stakeholders; able to achieve consensus amongst differing opinions.
- Conflict resolution and mediation skills.



# LEADERSHIP ABILITIES (CONT.)

## COMMITMENT TO:

- Anti-racism, racial, social, and gender justice in the broader community.
- Valuing differences and embracing opportunities to learn about and respect different generational, cultural, and socio-economic backgrounds.
- Fostering an open, innovative, evolving, and committed culture.
- Demonstrating compassion and empathy through action.
- Supporting team members with a conscientious and intentional approach to change management.

## ABILITY TO:

- Convey the critical importance of the Agency's mission through exceptional written and oral communication as a lead ambassador within and outside the organization.
- Seek out collaborative relationships within and outside the organization, maximizing the contributions of staff, volunteers, Board members, and other non-profit and community organizations.
- Navigate competing priorities, multiple stakeholder interests, and varied contexts for accomplishing work.
- Serve as an adaptive leader, empowering staff and facilitating a thriving culture of a growing, dynamic, evolving organization.
- Develop and articulate an understanding of the landscape in which the Agency operates that brings people together to form community and get things done.
- Think innovatively about programs that fulfill the Agency's mission.
- Identify and implement appropriate technology solutions that enhance productivity and deepen mission impact.
- Hold others accountable to same level you expect to be accountable.
- Make well-supported decisions with speed and conviction.





# TO BE CONSIDERED

## COMPENSATION & BENEFITS

The annual salary range for this position is \$185,000 - \$200,000.

Housing Hope/HopeWorks are committed to supporting all employees through competitive salary and benefits, a commitment to equity and inclusion, and training and professional development opportunities.

The [comprehensive benefits package](#) includes:

- Medical, dental, and vision benefits
- 403(b) Retirement plan with employer match
- Flexible Spending Account for health care and dependent costs
- Life insurance
- Generous paid time off policy for vacation, sick, and floating holiday time
- Flexible work hours
- Professional development and training
- Employee Assistance Program
- Dependent medical, dental, and vision benefits offered at employee cost

The position is open until filled, with a priority deadline of October 21, 2022.

Candidate materials are reviewed on an on-going basis and initial interviews will begin by mid-September. Please submit a resume and a one-page cover letter addressed to Board Chair, Tom Berquist at: <https://valtasgroup.hire.trakstar.com/jobs/fk02lgj/>

You may direct questions to Ed Rogan at [ed@valtasgroup.com](mailto:ed@valtasgroup.com) or 206.697.8428 or Emily Lee at [emily@valtasgroup.com](mailto:emily@valtasgroup.com) or 206.409.2215.

### ***Housing Hope/HopeWork's Commitment to Diversity and Equity:***

*We are earnestly invested in dismantling the effects of systemic racism in our community. We are looking for people who are passionate about serving others: dedicated professionals to assist in fulfilling our mission and advancing our commitment to diversity, equity, and inclusion. We embrace and practice a high standard of diversity and inclusion and strive for equity for all persons regardless of race, color, religion, citizenship, national origin, veteran status, marital status, political affiliation, sexual orientation, gender identity, disability, sex, age, status in regard to public assistance, or any other basis protected by local, state, or federal law.*





## ABOUT VALTAS GROUP

We are proud of our work as [Interim Executive Directors](#), supporting our clients in times of transition. Our deep experience helps organizations navigate uncertainty during leadership change. We [lead the search process](#) in [partnership with the board](#) and staff leadership, as consultants for [recruiting and search](#) to support your organization as you identify the ideal Executive Director or leader for your future. We partner with board members and senior nonprofit leaders on a variety of strategic consulting assignments.

Valtas Group has a variety of comprehensive resources to guide your transition needs. [Contact us](#) to learn about our [executive interim and placement services](#) and keep your organization moving during any transition or major change.

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