



Housing Corporation of Arlington

EXECUTIVE DIRECTOR SOUGHT

The Board of Directors of the Housing Corporation of Arlington (HCA) seeks an Executive Director. HCA was created as a nonprofit membership organization in 1986 to acquire, develop, manage, sell, and lease affordable housing, and to provide social and civic services to low- and moderate-income residents of the town of Arlington, Massachusetts.

Our Organization and Our Communities

Arlington is a town of approximately 42,000 people, with a median household income of approximately \$108,000. It is five square miles in area, and is surrounded by the communities of Cambridge, Belmont, Lexington, Winchester, and Medford.

Housing Corporation of Arlington provides and advocates for decent, affordable housing for low- and moderate-income families and individuals in Arlington and the surrounding communities, while promoting social and economic diversity. HCA has led initiatives that: increase the supply of affordable housing; prevent homelessness; and support low- and moderate-income residents to achieve and maintain stable lives in Arlington. With strong local government support since its beginning, HCA has been an important voice for affordable housing advocacy. HCA currently has approximately 350 paid members.

HCA has developed a total of 150 units of affordable rental housing to date. In 2021, HCA completed 48 rental units at two locations as the Downing Square Broadway Initiative (DSBI). The 32-unit Capitol Square development was completed in 2012. HCA's scattered site portfolio includes 70 units in two and three family properties and small apartment buildings, begun in 2001, with the most recent addition completed in 2021. We provide community-wide homelessness prevention services, participate in the town's Human Service Committee, and collaborate with other organizations that serve the most-needy residents of our community. Together with partner organizations we offer referral and support services to people, both in our housing and elsewhere in town, who have trouble paying their rent and securing affordable housing. We have delivered financial literacy and homebuyer training classes working with local banks.

HCA operates with a mix of revenue sources, including development and asset management fees, public funds (largely from the Town of Arlington and the North Suburban HOME Consortium), philanthropic funds, membership fees, and individual donations. HCA's budget for 2022 is approximately \$1 million.

HCA has had three Executive Directors, each of whom has lived in and had strong connections to the town. In June of 2021, following the departure of our third Executive Director, we began working with Interim Executive Director Jeff Katz and Transition and Search Consultants Ann Silverman and Kate Casa on a leadership transition.

During our executive transition, we have affirmed our strategic direction. We continue to: explore new development opportunities; examine ways to strengthen our portfolio; and support low- and moderate-income Arlington residents. We have expanded our resident service programs, strengthened our asset management, and added to our office staff and systems. Our core service area remains Arlington. Through our subsidiary, Academy Development Partners, we may continue to explore some limited development opportunities and partnerships in nearby communities.

Our organization is currently led by an 11-member board, made up of community residents and local business people. We have five people on staff including the Interim Executive Director, two Social Service Coordinators, an Office Manager, and an Administrative Assistant.

Challenges and Opportunities for HCA

Moving forward, we aim to increase our impact, recognizing the challenges and opportunities that are before us, as summarized below.

Strong market area--Our community is attractive to a range of families, students, elders and single individuals, given its great location and quality of life. Arlington has become a more expensive community to live in. Local market rate rentals and homeownership are out of reach for many. This presents a challenge for HCA but also increases the need for our services. Arlington has little vacant land and opportunities to convert existing properties are limited. It takes strategic partnerships, creativity, and tenacious advocacy to increase housing opportunities for low-and moderate-income residents of Arlington.

Support for affordable housing and for HCA--The Town's planning and community development department looks to HCA to advocate for and develop a pipeline of affordable housing. The regional HOME consortium and the state's community development agency have been key supporters of HCA and its activities. There are also a number of local citizen groups who are highly motivated and involved in town meeting and share HCA's goals, such as Equitable Arlington, Arlington Eats, and Food Link.

Expanded services--HCA has stepped up to provide more rental assistance and services in the recent COVID crisis. The Board sees opportunities for the organization to take leadership in such areas as up-zoning, accessory development units, and transfer fee conversations, and to increase its role in affordable homeownership. There may also be opportunities to collaborate with the local Housing Authority, and to expand our work into other communities, particularly in the North Suburban Home Consortium, using HCA's subsidiary Academy Development Partners.

Ongoing leadership development--HCA has a core group of long-time leaders and residents of our properties on its board. We have begun to identify new leaders, including a number of people who work or live in affordable housing, as well as leaders at local community and religious institutions. HCA currently has active Finance and Transition Committees. We plan to reactivate our Real Estate and Social Service committees.

Strengthening and adding to our team--Our staff is busy and dedicated to our mission. We aim to add project management and asset management capacity in the coming year. Our outside financial consultant is working with our Office Manager to increase our in-house bookkeeping and financial management capacity.

Our Next Executive Director

Our next Executive Director should be prepared to bring people together to carry out our mission, and to continue to strengthen our organization and our partnerships. The Executive Director will serve as:

- A strategic and supportive leader of staff
- An engaged partner to HCA's Board of Directors
- A trusted communicator and advocate for affordable housing and community development in the community
- A dedicated partner to local organizations, public officials and funders, and
- A responsible overseer of our budget and our operations.

Our Ideal Candidate

We seek an enthusiastic and visionary leader with a passion for housing and equity for all people, particularly those with limited incomes who are part of our Arlington community. Our ideal candidate will possess many of the following skills and qualifications:

- At least three years of community development or related nonprofit leadership experience
- Demonstrated familiarity with affordable housing development, property management and/or asset management
- Commitment to community organizing and community-based work, including working with and growing a board of directors and a nonprofit membership
- Positive energy and entrepreneurship
- Skill as a manager who supports others and delegates well
- Ability to communicate with and listen to a range of people, including tenants of our housing, local, regional, and state government officials, and community residents
- Strategic thinking and problem-solving skills
- Strength in fundraising and acting as a spokesperson
- Skill overseeing organizational finances and growing programs, and
- Strong written and verbal communication and social media skills.

While not a requirement, we value familiarity with Arlington.

The Selection Process

All interested candidates are encouraged to apply. Applications will be reviewed and acknowledged as they are received.

Please submit one PDF document containing a cover letter, detailing your interest and qualifications for this position, and an up-to-date resume to:

<http://annsilverman.com/HCAExecutiveDirector>. All questions should be addressed to: jobs@annsilverman.com. See housingcorporarlinton.org for more information about HCA and its programs.

The salary range for this full-time position is \$110,000-140,000. Our benefits include group health care, three weeks paid vacation time, and 12 paid holidays. Currently staff are working mostly remotely and are limiting their hours in the office, however that is expected to change in the future.

HCA seeks a diverse pool of candidates. We are committed to a policy of equal employment opportunity without regard to race, color, national origin, religion, disability, gender, gender identity, sexual orientation or age.