



## Deputy Executive Director

### Position Description

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#### ABOUT OUR CLIENT

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In 1989, community activists and business leaders of Los Angeles' downtown community responded to the alarming disappearance of affordable, permanent housing by coming together to create Skid Row Housing Trust (the "Trust"). The Trust swiftly mobilized private equity through low income housing tax credits, public finance and conventional debt to salvage hundreds of housing units that would have been otherwise lost. Dilapidated hotels were renovated and transformed into safe, attractive and affordable permanent housing in which low-income and formerly homeless men and women could live and thrive.

Over the past twenty years the Trust has refined its homes to provide not just housing, but a supportive community as well. The Trust has increasingly targeted its homes to long-term homeless and disabled men and women, with an emphasis on co-locating housing and services together. By providing an integrated approach to housing, primary healthcare, mental health treatment, substance abuse treatment, and counseling, the Trust provides the tools to overcome the many causes of homelessness.

Today, the Trust is a nationally recognized nonprofit corporation that provides permanent supportive housing so that people who have experienced homelessness, prolonged extreme poverty, poor health, disabilities, mental illness and/or addiction can lead safe, stable lives in wellness. The Trust is committed to preventing and ending homelessness in greater Los Angeles.

The Trust operates 23 properties with over 1600 homes, with approximately 85% reserved for individuals who are homeless and/or disabled. It is recognized as an innovator in providing high quality, on-site, integrated supportive services in beautifully designed buildings. By partnering with nonprofit and public agency service providers, the Trust has created six separate multi-agency, integrated services collaborations since 2004, now serving over 480 formerly homeless and disabled residents. The combination of beautifully designed, high quality housing, professional property management, and innovative social service provision has made the Trust a national leader in ending homelessness.

Under the direction of their twenty-year tenured leader Mike Alvidrez, who became their Executive Director in 2004, the Trust has flourished. It is fiscally sound with a strong 2011 balance sheet of assets close to \$11 million and annual revenue of approximately \$5.5 million. With Mike's tenured experience in this field he has become a recognizable authority on the successful paradigm shift to "housing first". To continue to move the organization and its mission forward Mike will focus on the external facing aspects of the Agency of fund development, housing development and external relations and assign the day to day operational functions to his Deputy Executive Director. The Deputy Executive Director will function like a chief operating officer and manage the directors of housing operations, human resources and financial operations. Most importantly, the Deputy Executive Director will lead the vision, building upon the Trust's core competency of housing first and integrate it with Residential Services, to enhance and pioneer new enrichment programs.

The Deputy Executive Director will be a mission-focused, seasoned, strategic, and process-minded leader with experience scaling an organization, leading an executive management team, and developing a performance culture among a group of diverse, talented individuals. He/she must be a leader who is able to help others at the Trust deliver measurable, cost-effective results that make the vision a reality. Importantly, the successful Deputy Executive Director will have the skills, sensitivity, and personal confidence to tap into the power that each member of the team brings to this mission. It is also critical, that the Deputy Executive Director retains the creative spark of the team that has made the Trust such a success.

[www.skidrow.org](http://www.skidrow.org)

## POSITION SUMMARY:

The Deputy Executive Director will report to the Executive Director and oversee a staff of three direct reports including the Director of Human Resources, Director of Financial Operations (includes information technology) and the Director of Housing Operations. The Executive Director will have a staff of two direct reports for Housing Development and Fund Development. The Deputy Executive Director will be responsible for all aspects of operating a non-profit housing development and property management company. Under the direction of the Executive Director, the Deputy Executive Director will manage funds and be responsible for monitoring an operating budget of approximately \$4.5 million.

The Deputy Executive Director will be charged with building on the Trust's track record of success by working alongside the Executive Director and Board of Directors to further develop the organization's vision, and achieving its goals for continued financial stability and enhancing the impact of its program and mission. He/she will maintain a balanced culture which combines the richness and relevance of programs with the efficacy of best business practices, fiscal accountability, and institutional impact.

## RESPONSIBILITIES:

- In partnership with the Executive Director and Board of Directors execute the 2012 to 2015 strategic plan and where appropriate implement new processes and approaches to achieve it.
- Lead a collaborative process with the Executive Director, Board of Directors and its committees, executing decisions effectively and ensuring that the Executive Director, Board of Directors and its committees are informed of critical developments in a timely and effective manner.
- Serve as the internal leader of the organization:
  - Coordinate the annual operations plan and budget;
  - Lead the performance management process that measures and evaluates progress against goals for the organization;
  - Produce and implement a Balanced Scorecard metric throughout the organization;
  - Provide for all staff a strong day-to-day leadership presence and support an open-door policy among all staff.
- Lead and manage the organization's executive management team, who have the following responsibilities:
  - Advocacy & Policy:
    - Partner with the Executive Director creating and implementing a strategy for the Trust's public policy initiatives.
  - Housing Operations & Program Delivery:
    - Manage a growing inventory of affordable residential projects with 1600 homes in scattered sites within the Skid Row and downtown area;
    - Monitor the activities of the subsidiary property management staff and its functions of budgeting, rent-up, maintenance, rent collections, capital expenditures, legal actions, and regulatory compliance;
    - Oversee the design, implementation, monitoring, modification, and evaluation of Residential Services and Programs. Ensure the services and programs comply with all applicable laws, regulations, and contractual obligations.
  - Finance & Technology:
    - Analyze the current technology and financial infrastructure and scope out the next level of information technology and financial systems that support the growth of specific programs and the organization overall;
    - Risk Management.
  - Human Resources:
    - Responsible for planning, development, implementation and administration of the organization's Human Resources function;
    - Provide leadership and direction to management to ensure organizational compliance;
    - Cultivate the values of the Trust within the organization.
- Lead, motivate, manage and develop staff to invoke passion about the Trust's mission, and foster an environment committed to continuous improvement.
- Execute all other reasonable duties as assigned by the Executive Director.

## QUALIFICATIONS:

- Passion, imagination, vision, leadership and integrity.
- A minimum of 5-7 years senior management experience with increasing levels of responsibility and management of staff, preferably within a nonprofit or government agency involved or related to housing development and management.
- Demonstrated knowledge of policy and advocacy, program management and organizational development.
- Bachelor's degree required; an advanced degree preferred.

### The ideal candidate will demonstrate the following capabilities:

- Commitment to the mission and the credibility and persuasiveness to secure support from staff.
- Proven experience in scaling a multi-site complex organization and a demonstrated ability to both lead and build the capabilities of a driven, bright, diverse team.
- Results-proven track record of exceeding goals and a bottom-line orientation.
- Evidence of the ability to consistently make good decisions through a combination of analysis, wisdom, experience, and judgment.
- High level of business acumen including successful P&L management.
- Ability to balance the delivery of programs against the realities of a budget.
- Strategic vision and agility to think strategically, anticipate future consequences and trends, and incorporate them into the organizational plan.
- Ability to juggle many responsibilities at once and to operate both independently and hands-on with the flexibility to be part of a team.
- Exceptional capacity for managing and leading people; a team builder who is able to connect to staff both on an individual level and in large groups; capacity to enforce accountability, develop and empower top-notch leaders from the bottom up, lead from the top down, cultivate entrepreneurship, and learn the strengths and weaknesses of the team so as to put people in a position to succeed.
- A track record of embracing challenges and able to act and react as necessary, even if limited information is available; not afraid to take charge of a situation; can overcome resistance to leadership and take unpopular stands when necessary.
- A thorough understanding of finance, systems, and HR; broad experience with the full range of business functions and systems, including strategic development and planning, budgeting, business analysis, finance, information systems, human resources, and marketing

## TO APPLY:

Please send resumes to:  
Sterling Search, Inc.



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Phone: 714-433-7040

Direct all correspondence emails and telephone calls to Sterling Search, Inc.; any resumes sent or telephone calls made to the Trust will be redirected to Sterling Search, Inc.  
The Trust is an Equal Opportunity Employer.