

Supportive Housing Community Land Alliance EXECUTIVE DIRECTOR POSITION ANNOUNCEMENT AND OVERVIEW

June 15th, 2021

OVERVIEW

The Supportive Housing Community Land Alliance (SHCLA) seeks an initial Executive Director. SHCLA, a new Community Land Trust organization, is being supported by Northern California Land Trust (NCLT) in a CLT consultant role. It is created in collaboration with Alameda County Behavioral Health Care Services (ACBH) to create, preserve and secure permanently affordable supportive housing and community facilities for people living with severe mental health conditions and extremely low incomes. The SHCLA is in a process of co-creation by a Project Management Team (PMT), which includes staff from NCLT, (ACBH), consultants, a volunteer advisory committee and board of directors.

During the start-up phase, the ED will report to the SHCLA Board of Directors and will work closely with the members of the Project Management Team led by ACBH, NCLT, CLT consultant and the SHCLA's Advisory Committee. This executive position is highly collaborative. Candidates will need to demonstrate cross-cultural agility with strong emotional intelligence and empathy, a keen ability to model authenticity and relate to diverse audiences with varying interests, and support the diversity of SHCLA members utilizing an equity lens.

PROJECT CONTEXT

Cities and counties throughout the Bay Area are facing a dire affordable housing crisis. Residents living on fixed incomes such as seniors and people with disabilities, including those with severe mental illness (SMI), are at particular risk for homelessness as the crisis escalates. People of color are particularly vulnerable to housing and mental health challenges as illuminated by the following statistics:

- In Alameda County alone, homelessness grew by 40% from 2015-2017, with 41% of homeless individuals reporting a psychiatric or emotional condition – SMI – impacting their ability to obtain housing.
- Mental health challenges are a primary cause of homelessness in Alameda County. Adults living with SMI comprised nearly one-third (32%) of the unhoused population in 2019.
- People of color are overrepresented among those experiencing homelessness in Alameda County. An estimated 47% of persons experiencing homelessness identified as Black/African American compared to 11% of the county's overall population.
- According to a 2019-2020 study, Black residents at 29%, followed closely by Latinx residents at 25% make up the highest percentage of people with low incomes and mental health conditions served in Alameda County.
- Forthcoming data is likely to reveal that mental health conditions and housing instability has been further exacerbated by the catastrophic health and economic

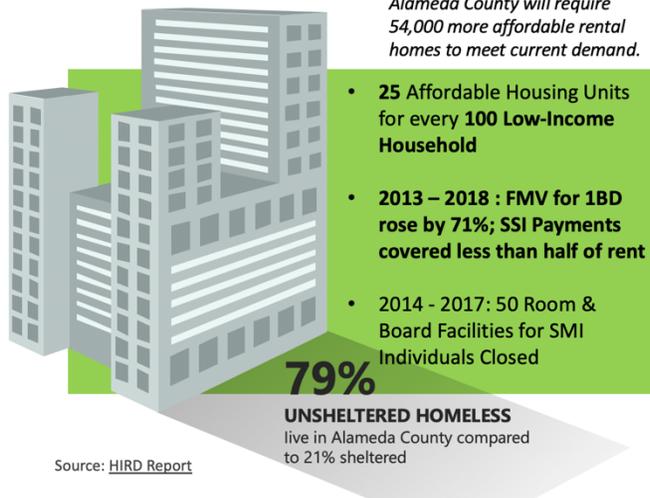
effects of the COVID-19 pandemic.

Concerned by increases in housing stock scarcity and dwindling resources for assistance, Alameda County leadership prioritized establishing innovative solutions to address homelessness and implement affordable supportive housing for individuals with SMI, especially those who are Black, Indigenous, Latinx, Asian and People of Color. The County seeks to utilize the Community Land Trust (CLT) model to bring permanent affordability and community control to housing for SMI consumers in the region. The first of its kind, the Alameda County Supportive Housing Community Land Alliance (SHCLA) will serve as a groundbreaking model that provides those with SMI stable and supportive housing that has the potential to improve both mental health and physical health, increasing their overall quality of life and wellbeing.

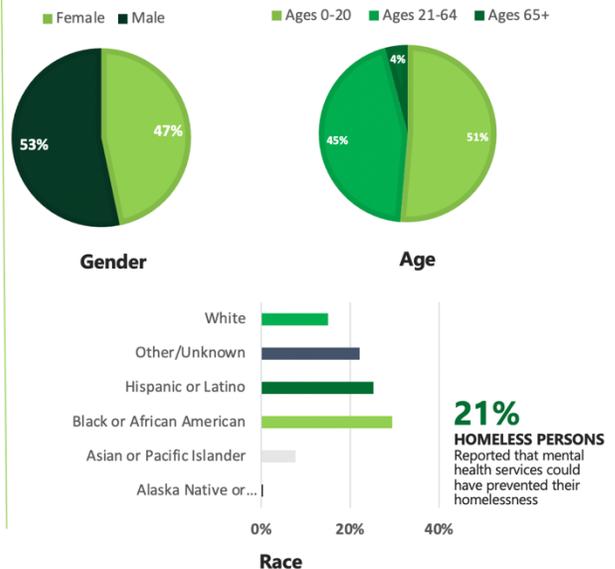
The SHCLA is currently funded by the Mental Health Services Act Innovations Grant as an “Affordable Housing Innovation for the Empowerment of Special Populations” and is in the process of incorporating into a fully operational, self-sustaining non-profit institution. The SHCLA’s initial operating budget is anticipated to be \$1M once fully established, while leveraging an initial capital set aside from the county.

SHCLA Need in Alameda County

Understanding the data story and needs for a CLA in Alameda County



Understanding Overall MHS for Medi-Cal Population



SHCLA EXECUTIVE DIRECTOR POSITION DESCRIPTION

HOURS

Full-time exempt permanent employee position

COMPENSATION

Starting salary of \$130,000 to \$145,000, depending on prior work experience.

BENEFITS

The SHCLA Executive Director position will start out as an Independent Contractor for the first year of employment until the compensation package is determined by the SHCLA's board of directors. Until then, compensation will include an additional fund which will cover health related expenses.

JOB DESCRIPTION

Working in collaboration with the PMT, advisory committee and board of directors, the ED will be expected to do the following:

- (1) Organizational Management: Provide managerial support to the Board of Directors in developing organizational systems including but not limited to:
 - Review the SHCLA proposal, supporting documentation and current efforts by the county and its partners in providing supportive housing, determining how the SHCLA will fit into the county's larger housing strategy.
 - Refine the strategic plan, implementation work plan, timeline and process flow and metrics to guide start-up work and landmarks;
 - Work with the PMT and staff to implement financial systems and internal controls policies that promote creative financing through public-private partnerships. This will include enhancing a financing model; developing detailed budgets and budgeting procedures; overseeing work with the organization's bookkeeper and auditor/accountant; maintaining compliance with the organization's approved annual budgets;
 - Oversee risk management and insurance as needed for operations;
 - Oversee development of IT infrastructure and website in conjunction with external development and design team, which will support a wide array of organizational outreach, education and advocacy needs;
 - Management of SHCLA staff, volunteers and contractors: support the board's outreach, recruitment, hiring and onboarding efforts for committee members, other staff members as well as legal consultants and independent contractors. Provide coordination and managerial support once volunteers, staff members and independent contractors are onboarded. The SHCLA has funding for 2 initial staff members growing to as many as 4 in 2022;

- Attend board meetings and provide support developing board packets, distributing reports and minutes, etc.

(2) Engagement:

- Provide primary leadership/ logistics coordination for membership meetings, and secure additional assistance as needed from SHCLA members.
- Engage with stakeholders, including government leaders, officials and agencies (which could include ACBH departments of Finance and Family/Consumer Empowerment, etc.), SMI service providers, family members of those with SMI, consumers, NCLT, Burlington Associates, potential partners, private developers, potential land trust donors and financial institutions to determine partnerships, programming, operations and financing models.

(3) Program Management: Provide managerial support for the SHCLA's core areas of work:

- ACQUISITION/ REHAB/ DEVELOPMENT: Collaborate with the board, PMT and staff to cultivate housing projects - identifying, acquiring and rehabilitating/ developing property for the SHCLA. Incorporate best practices throughout the nation in regard to land banks and affordable supportive housing strategies;
- SUPPORTIVE HOUSING: Collaborate and partner with supportive housing organizations, PMT and advisory committee members to provide integrated support services for SHCLA homes;
- PROPERTY MANAGEMENT: Collaborate with the PMT to outline a property management plan and provide integrated property management services for SHCLA homes;
- STEWARDSHIP: Through programming, staffing and oversight, prepare homeowners and renters for tenancy and monitor and enforce program requirements. Act as a steward for those with SMI and their families, showing that securing an affordable supportive housing unit is possible.
- POLICY/ ADVOCACY/ EQUITY/ GOVERNMENT RELATIONS: Advocate for the organization's SMI clients and their families. Lead the SHCLA's policy and advocacy for innovative supportive housing solutions in close collaboration with board of directors and advisory board members utilizing an equity lens to the work, including liaison with legislative consultants and support of committee members' strategy.

(4) Fundraising and Development:

- Oversee implementation of the organization's fundraising and development program in conjunction with Board members and the PMT;
- Partner with the Board and PMT to develop and leverage innovative fundraising, family investment strategies and sustainability models that front load the subsidy, thus making homes affordable to the clients at initial and subsequent resales.
- Identify potential public and private funding, including public-private partnerships,

and alternative funding sources.

Minimum Applicant Requirements

- Exceptional interpersonal skills and cultural competence, with rooted understanding of and experience working with different populations
- Exemplary written and verbal communications skills with the ability to engage with diverse groups and individuals including public and private sector representatives, family members, residents and neighbors
- Ability to conduct presentations to stakeholders ranging from state policy makers to local community organizations
- Understand the need for solutions to support all people in a community regardless of race, religion, gender, immigration status or ethnicity
- Excellent managerial skills and follow-through
- At least 3 years of work experience in mid-level nonprofit positions
Examples: associate director, program manager, development officer
- Willingness and ability to work occasional evenings and weekends

Strongly Desired

- Willingness to engage in on-going training in nonviolent communication, mediation, diversity, equity, and inclusion, and restorative/transformatiive justice practices
- Experience with leading and implementing diversity, equity and inclusion practices to help ensure equitable access to organizational services and decision making
- Bilingual and biliterate in English and any of the County's remaining 7 threshold languages: Spanish, Chinese (traditional and simplified), Farsi, Tagalog, Korean, and Vietnamese
- Strong relationships and expertise or lived experience with the mental health community using a consumer-focused lens
- Passion for empowering those with SMI, especially those from low-income and BIPOC communities
- Bachelors or Master's degree
- 4+ years of work experience in senior or executive nonprofit positions
- Knowledge of and familiarity with the Community Land Trust model, community development within the public and/or private sectors; supportive housing; background in mental health; and/or finance with a focus in real estate and asset management. (Ideal candidates will have strong foundations in all or most areas.)
- Strong background in property management and building capacity in this area as the organization grows
- Excellent relationships with funders and a strong background in negotiating and managing contracts and finances for an enterprise, including building

- public-private partnerships
- Strong project management skills and leading diverse teams and stakeholder relationships

TO APPLY

Please submit a resume, three professional references, and letter of interest to jobs@nclt.org no later than July 15, 2021.

ABOUT SHCLA

The Supportive Housing Community Land Alliance (SHCLA) is a new collaborative organization that uses the community land trust model to create permanently affordable supportive housing and homeownership opportunities for people living with serious mental health challenges and extremely low incomes. <https://shcla.net/>

LOCATION & PHYSICAL OFFICE

The Executive Director may work remotely and may access NCLT's office space in Berkeley, until office space is acquired. The SHCLA serves Alameda County and the ED will be expected to be present for meetings and visit potential acquisition sites in Alameda County.

EQUAL OPPORTUNITY EMPLOYER

We strongly encourage Black, Indigenous, Latinx, Asian and People of Color, members of ethnic minorities, foreign-born residents, LGBTQ+ individuals, people with disabilities (both visible and invisible), women and veterans to apply for this position.

SHCLA provides equal employment opportunities to all employees, consultants, vendors and applicants for employment and prohibits discrimination and harassment of any type without regard to race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state or local laws.