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Position Specification



EAST BAY ASIAN LOCAL
DEVELOPMENT CORPORATION

BUILDING HEALTHY, VIBRANT AND SAFE NEIGHBORHOODS

Chief Executive Officer

11 September 2020



Carlson Beck advises **East Bay Asian Local Development Corporation** based on an exclusive consulting engagement.



POSITION SPECIFICATION



EAST BAY ASIAN LOCAL
DEVELOPMENT CORPORATION

BUILDING HEALTHY, VIBRANT AND SAFE NEIGHBORHOODS

THE POSITION: CHIEF EXECUTIVE OFFICER

REPORTS TO: BOARD OF DIRECTORS

LOCATION: OAKLAND, CALIFORNIA

THE ORGANIZATION

Mission

Emphasizing its historic and continuing commitment to Asian and Pacific Islander communities, EBALDC works with and for all the diverse populations of the East Bay to build healthy, vibrant and safe neighborhoods through community development.

History

The East Bay Asian Local Development Corporation (“EBALDC”) was founded in 1975 by Asian Pacific Islander college student and community members, many of whom were inspired by the Ethnic Studies Movement at the University of California, Berkeley. Their mission was to work for the betterment of the Asian American community of the East Bay by acquiring and restoring a beautiful, but deteriorated warehouse, in Oakland’s Chinatown as a community asset, services center, and model multi-tenant nonprofit center. EBALDC established its headquarters at the renamed Asian Resource Center, which is now home to many nonprofit agencies, retail businesses, medical facilities, school district classes, and the Asian Resource Center Art Gallery.

Overview

Today EBALDC is a community development corporation that develops affordable housing and community facilities with integrated services focused on tenants and neighborhood residents, with emphasis on Asian Pacific Islander communities as well as the diverse low-income populations of the East Bay.

EBALDC is a certified Community Housing Development Organization (“CHDO”) in Alameda County and an affiliate of NeighborWorks America.

EBALDC has developed or preserved over 2,470 quality affordable homes, including 165 owner-occupied homes and 2,305 rental apartments, more than 300,000 square feet of space for retail, office, and community facilities, including space for nonprofit organization, resident services, childcare, and small businesses. The organization leases, manages, and maintains 1,548 apartments and 230,000 square feet of commercial space in EBALDC’s properties. EBALDC’s neighborhood and economic development work further empowers diverse low-income individuals, families, businesses, and community organizations by mobilizing resources and facilitating collaborations. These programs provide a range of services, including financial education and counseling, youth and senior programming, and volunteer tax assistance, for 4,000 community members each year so they can reach their full potential and lead more fulfilling lives.



Building on the success of its programs and its real estate development and management, EBALDC is one of the first community development organization in the country to organize its work around the social determinants of health. Its Healthy Neighborhoods approach (please see below) is strongly influenced by the recognition that the neighborhoods of West Oakland and East Oakland have the city's highest distribution of poverty. EBALDC's goal is to transform these areas into safe, vital, and healthy places to work, live, earn, learn, and play.

EBALDC builds community life and work opportunities for its residents and neighbors, some of whom become EBALDC staff or board members.

Healthy Neighborhoods Approach: Increasingly, research shows that individual health and well-being is dependent on a range of interconnected social, economic, and physical factors that impact the environments where people live, learn, work, and play. These factors and the resulting health inequities specifically play out at the neighborhood level.

Through its Healthy Neighborhoods approach to community development, EBALDC is evaluating each neighborhood where it works through the lens of these factors. For purposes of simplicity and clarity, EBALDC often speaks of these factors as discrete elements. The organization is keenly aware, however, that they are intrinsically connected. Its projects, programs and neighborhood collaborations will typically impact multiple factors at any one time. EBALDC also understands these factors are not static. Rather, they have impacts of varying magnitude across the life course: in infancy, childhood and adolescence, during adulthood and in old age.

Strategic Partnerships and Collaboration: Certain factors -- housing options, income and wealth, and social cohesion -- have always and will continue to be central to the work of EBALDC. Over the past several years, the organization has also become more focused on working with coalitions of residents, community partners, businesses, and public agencies to understand the needs and priorities of specific neighborhoods. From there, EBALDC builds on strategic partnership and collaboration opportunities, and leverage its own organizational expertise and strengths, in order to have the greatest impact on those priorities.

Community Impact: In refining what EBALDC has learned, and with full awareness of the critical issues to address over the next three years, its Healthy Neighborhoods approach will be focused on achieving four core community impacts:

- Expanding affordable rental housing options;
- Expanding income and wealth-building opportunities;
- Increasing resident and community engagement; and
- Supporting strong neighborhood partnership networks.

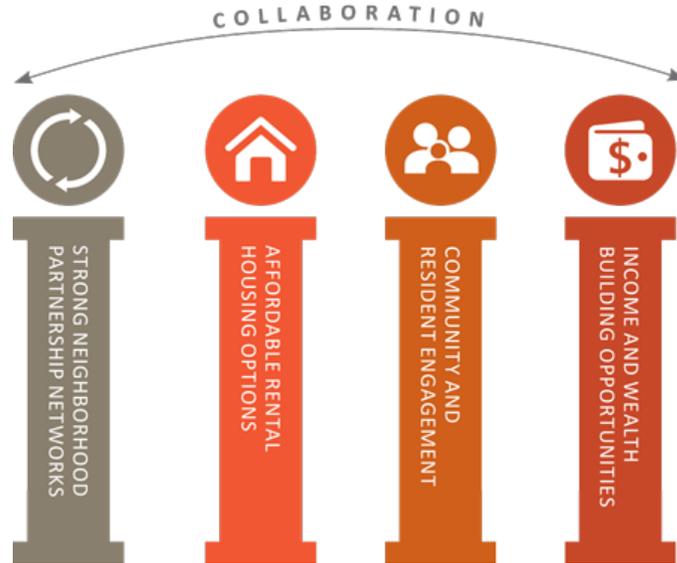
EBALDC's Healthy Neighborhoods approach to achieving these four impacts will incorporate a spectrum of strategies. This includes convening or participating in collaborations that align residents, businesses, community partners and public agencies around a shared vision for neighborhood health and well-being. This also includes project- or program-specific partnership opportunities focused on increasing housing options, income and wealth-building opportunities, and resident and community engagement.

In the case of project- or program-specific opportunities, EBALDC is committed to prioritizing those that support and connect with other neighborhood health factors (e.g., a transit-oriented mixed-use development that combines affordable housing, a neighborhood grocery store, and a preschool center; or a financial services collaboration that has a dual focus on supporting parents' financial stability and their children's school success). And EBALDC will prioritize those opportunities in neighborhoods where there is a network of partners who are willing to take a collaborative approach to neighborhood revitalization.



Four Pillars of EBALDC’s Healthy Neighborhoods Approach

EBALDC’s programs are focused on these four primary pillars and will be pursued in a way that fosters collaboration with other organizations and results in longer term systems change.



For more information, please visit the website: www.ebaldc.org.

Organizational Overview

EBALDC is governed by a 19-member Board of Directors.

The organization’s core annual program operations budget is over \$12 million, excluding property-specific partnership budgets. The organization has a strong balance sheet with real estate assets valued at almost \$300 million. EBALDC’s fiscal year is a calendar year.

The eight functional areas of EBALDC include Real Estate Acquisition and Development, Property Management and Compliance, Resident Services and Programs, Neighborhood Collaborations, Community Organizing, Asset Management, Human Resources and Organizational Development, as well as Fund/Resource Development.

The EBALDC staff currently numbers more than 140 members, with an Executive Leadership Team and a Management Operations Team.

Organizational Leadership

The Executive Leadership Team (“ELT”) of seven includes the CEO, Executive Vice President of Community Building, Chief Financial Officer, Executive Vice President of Real Estate Development, Executive Vice President of Property Operations, Executive Vice President of Internal Operations, and the Senior Vice President of Resource Development and Communication. The ELT works with the CEO in a shared operational leadership model to ensure cross-functional liaising, organization-wide communications, external conditions consideration, and efficient decision-making.

The Management Operations Team (“MOT”) of twelve includes the Senior IT Manager, Senior HR Manager, Associate Director of Property Management, Associate Director of Commercial Real Estate, Director of



Neighborhood Economic Development, Associate Director of Neighborhood Economic Development, Controller, Associate Director of Asset Management, Associate Director of Real Estate Development, Associate Director of Portfolio, Associate Director of Development and Communications, as well as the Executive & Board Operations Manager.

THE POSITION

The Board of Directors of EBALDC is seeking a Chief Executive Officer (“CEO”) who is a proven executive leader with a track record of solid and progressive experience in leadership and management roles, preferably in community development, affordable housing development, or tenant services. The Board is seeking visionary, strategic executive leadership while empowering operational excellence at EBALDC. The CEO will be a passionate champion of equity and equality for all communities.

The CEO will leverage the expertise, as well as inspire the confidence and trust, of EBALDC’s full staff, from the ELT to the MOT to the line staff, in community development and affordable housing. The CEO will lead strategy development and executive oversight of implementation of best practices in developing and executing programs that fulfill EBALDC’s mission. Specifically, the CEO’s leadership will focus on programs that strengthen the four strategic pillars of EBALDC’s work and the operational systems required to support them.

The CEO will work in partnership with the Board of Directors to ensure that programs and projects developed are sustainable and in alignment with the mission, vision, and current strategic plan. They will work with the Board to ensure good governance practices.

The CEO will bring and effectively deploy a high level of political acumen to build, strengthen and, when necessary, repair relationships with elected and appointed government officials, policy makers, industry leaders, community leaders and representatives, nonprofit executives, funders as well as philanthropic leaders. They will be diplomatic and highly adept at nuanced community leadership and communications.

The CEO will serve as the spokesperson and public “face” of EBALDC, representing the organization to external audiences, stakeholders, parties of interest, and community members. They will be articulate, highly communicative, and transparent in external relations.

The CEO will have experience in community development that aligns with EBALDC’s strategic and operational work in the East Bay thus far, as well as brings an understanding of affordable housing development and the financial mechanisms of this real estate type. This could include knowledge and experience with specific financing instruments, tax credit finance, relevant financing sources as well as ownership structures. Ideally, the CEO will have the demonstrated ability to make timely and appropriate risk decisions on real estate project matters.

The CEO will work in partnership with the Board and CFO on the strategic and operational financial management of EBALDC, bringing the executive leadership lens to the financial operations to ensure sustainability, appropriate and accurate risk identification and management, as well as sound financial management policies and procedures.

The CEO will support the strategic HR initiatives of EBALDC including recruiting and retaining best-in-class talent, offering professional development, and leading the organization with a lens of Diversity, Equity, and Inclusion policies and practices. The CEO will model confident and competent team building with staff and Board.



Responsibilities

Organizational Leadership & Strategy

- Provides executive leadership, in collaboration with the Board, in strategic and organizational planning, with vision and innovation to strengthen EBALDC's core competencies. This includes finances and organizational issues.
- Provides executive leadership and management of EBALDC, ensuring high level strategic thinking is engendered with Board and staff; operational management is executed appropriately by staff; and governance is executed appropriately by the Board.
- Strategically leads the Board and staff in establishing goals and developing policies, procedures, budgets and programs that fulfill the mission.
- Supports and engenders participation and leadership of residents through the Resident Leadership Council.
- Supports and partners with the Board for ongoing board recruitment and development.
- Maintains and enhances EBALDC's reputation as an expert in the community regarding social determinants of health, applying evidence-based research to create and measure opportunities and outcomes for EBALDC's programs.
- Models collaborative leadership with internal Board, staff, and residents as well as external partners and stakeholders.

Community and Affordable Housing Development

- Understands the deep roots of systemic inequity and seeks to elevate equity as a focus throughout EBALDC; activates diversity through a process of recognizing and engaging differences, while leading with inclusion of all of EBALDC's stakeholders.
- Leads strategic thinking, in partnership with Board and staff, on EBALDC's continued and expanding community development programs.
- Brings knowledge and understanding of affordable housing development field and work to risk assessment, decision making, and business planning.
- Centers EBALDC on resident and tenant needs with an eye towards harnessing the power of its residents to lead the community.

Fundraising / Resource Development

- Strengthens EBALDC's fundraising capability, working in partnership with Resource Development, by diversifying and growing its revenue channels.
- Builds on EBALDC's strong recent growth in individual giving, legacy giving, and sponsorships.
- Works in partnership with EBALDC's CFO and advancement team to design and achieve a long-term sustainable revenue model.
- Cultivates relationships and secures financial support from government agencies, foundations, businesses, and individual donors.
- Engages philanthropic leadership in supporting the priorities of underserved communities.

External Relations and Advocacy

- Serves as the primary spokesperson for EBALDC, representing EBALDC and its work to various government, philanthropic, policy, stakeholder groups, and broadly to the community.
- Builds and manages relationships with elected officials, local and state agencies, business and community partners, community and nonprofit leaders.
- Builds strategic alliances and partnerships with like-minded organizations and a broad array of stakeholders to overcome challenges and advance shared policy and advocacy goals.



- Builds on and furthers EBALD's brand and reputation, locally and statewide.
- Identifies strategic opportunities to advance EBALDC's mission and agenda.

Organizational Culture

- Ensures EBALDC is an organization with high morale, collaborative actions, and shared purpose.
- Recruits, develops (via coaching, mentoring, guidance, feedback), and retains the best people at every level of the organization. Understands the nuances and complexities of leading and motivating a diverse staff with different personalities and work styles.
- Nurtures high levels of Board and staff engagement; leads a culture of empowerment, outcomes, data, and accountability.

CANDIDATE QUALIFICATIONS / EXPERIENCE

Education: A Bachelor's degree in Business or a related field is required. A Master's degree in Public Administration, Public Policy, Business Administration, City or Urban Planning, Public Health, or a Juris Doctor degree, is highly desired.

Experience: Minimum 15 years of experience serving in senior leadership positions of increasing responsibilities in a nonprofit, for-profit or government entity. A working familiarity with the Asian Pacific Islander community and East Bay communities of color, and a depth of knowledge of local (Oakland/East Bay) government, is strongly preferred. Experience working with communities of color is strongly preferred.

Management experience in one or more areas: community development, affordable housing, real estate development, housing finance, financial services, community advocacy, and tenant services.

Track record of solid business acumen and successful management of a significant P&L.

Demonstrated track record of inspiring, supporting, developing, and mentoring a large and diverse staff, including effective delegation of responsibilities and management thereof.

Track record of success in fundraising, including individual donors as well as institutional support (foundations, corporations), and government grants or contracts.

Track record of expanding business lines and incorporating new directions for an organization.

Experience with housing development and its financing mechanisms strongly preferred.

Experience working with policy and advocacy.

Demonstrated track record of bringing a social justice lens to the work of an organization in its mission and the execution thereof; this would include successful Diversity, Equity, and Inclusion initiatives and practices incorporated into organizational leadership and management.

They must be a strategic, thoughtful steward of EBALDC's history and track record to-date of community impact, while also bringing an approach of entrepreneurship, openness, innovation, and creativity to propose appropriate organizational change that is well timed to the organization's continued evolution.



They must be a savvy, diplomatic, and transparent relationship builder, and have a track record of positioning an organization to nimbly meet the evolving needs of the community and stakeholders while staying true to its mission and vision. They must be a clear and frequent communicator, comfortable in the full range of dynamics and forums – one-on-one, small group, and large group presentations with a wide array of audiences.

They must be resilient and inspirational in the face of volatility and uncertainty, given the era of COVID-19 and the challenges it presents.

The successful candidate will **be**:

- **Passionate about EBALDC’s mission**, reflecting being a mission-driven professional with a belief in and commitment to community development and affordable housing required to build diverse, mixed-income, healthy, vibrant neighborhoods.
- A **visionary executive leader** with unquestionable integrity; willing to listen, ask questions, and be comfortable not having all the answers.
- **Politically savvy, driven, innovative, and engaging**, with an enviable **work ethic**.
- A **strategic thinker** able to navigate and lead in an ever-changing political and economic landscape.
- **Trusting and trustworthy** particularly in staff relationships.
- **Collaborative** and able to **develop consensus** among multiple stakeholders with proven expertise in building authentic and lasting relationships.
- **Respectful** of EBALDC’s fundamentals that contribute to successful partnerships, programs, outcomes and future success.
- Able to receive **information from many sources, analyze and formulate disparate information** into a coherent and sound outcome or plan.
- **Humble** and **emotionally intelligent**.
- A **compelling and persuasive public speaker**, a natural communicator who is articulate and comfortable being transparent.
- **Flexible and sensitive** working with diverse personalities and situations; **tactful yet firm** when appropriate in negotiations or encountering obstacles.
- **Pragmatic and inclusive** in decision making.
- **Emotionally mature with a sense of humor**.

The successful candidate will **have**:

- **Executive gravitas reflecting experience, skills, and credibility**.
- Excellent oral and written **communication skills** including very active, well developed **listening skills**.
- Demonstrated well-developed, engaging **interpersonal skills** that are culturally sensitive.
- **Decision making** abilities and the ability to take **bold actions** when appropriate.
- The ability to **bridge differences** effectively with a wide array of individuals and diverse groups.
- A track record of **inspiring, mentoring, developing and retaining staff**.
- An understanding of **social justice, systemic inequity**, and leading with a demonstrated appreciation of **diversity, equity and inclusion**; an ease of and aptitude for working in low-income communities of color.
- Success elevating an organization’s **visibility and reputation**.

COMPENSATION

A competitive compensation package, including a comprehensive benefits package, will be offered, commensurate with experience.

EBALDC is dedicated to building a culturally diverse and pluralistic organization committed to working in multicultural communities, and strongly encourages minorities, people of color and women to



apply for its employment opportunities.

For additional information regarding this opportunity, please contact:

Sally Carlson

Managing Partner

415.203.5259 mobile

917.922.6113 mobile

sally@carlsonbeck.com

Heidi Holzauer

Partner

707.963.1250 direct

heidi@carlsonbeck.com