



CARLSONBECK

EXECUTIVE SEARCH FOR PHILANTHROPY & NONPROFITS

Position Specification



Silicon Valley at Home

Executive Director

22 June 2021



Carlson Beck advises **Silicon Valley at Home** on the basis of an exclusive consulting engagement.



Silicon Valley at Home

POSITION SPECIFICATION

THE POSITION:	EXECUTIVE DIRECTOR
REPORTS TO:	BOARD OF DIRECTORS
LOCATION:	SAN JOSE, CALIFORNIA

An Exciting Leadership Opportunity

The Board of Directors of Silicon Valley at Home (“SV@Home”) is seeking a visionary, strategic executive leader who empowers operational excellence at SV@Home and maximizes impact in the community. The new Executive Director will start at an exciting time in SV@Home’s trajectory as the organization is early in its second five-year phase of growth, evolution and impact.

SV@Home holds a unique leadership position as a comprehensive housing affordability advocate with a broad membership base, including nonprofit and for-profit housing developers, local government, nonprofit community partners, business, and tech sector companies, as well as individual members of the community who care deeply about housing affordability.

SV@Home works from a recognition that there is a need for different strategies and approaches to address different components of the multi-faceted housing affordability crisis, including producing new affordable housing, preserving existing affordable housing, and providing protections to the most vulnerable members of our community.

This is an opportunity to head a highly respected organization that is at the forefront of expanding housing affordability in the Silicon Valley, provides a forum and convening for housing advocates, cultivation of new leaders and partnerships, around policy, and production, and drives community impact by advocating at the local and state level.

THE ORGANIZATION

Vision

Silicon Valley is a community where all people have access to a safe, stable and affordable home.

Mission

Driving the creation of affordable housing for a more vibrant and equitable Silicon Valley.

The Work



SV@Home shapes policies and public awareness to advance housing affordability through research, advocacy, education, and communications.

Overview

SV@Home is the voice for affordable housing in the Silicon Valley. A membership organization, SV@Home advocates for policies, programs, land use, and funding that leads to an increased supply of affordable housing and a decrease in housing instability. Additionally, SV@Home educates elected officials and the community about the need for housing, and the link between housing and other quality of life outcomes, including education, health, transportation, economic vibrancy, and the environment.

SV@Home's History

After a year of study and conversations with a range of stakeholders, an impressive group of community leaders launched SV@Home in 2015 to be a new housing policy and advocacy organization that specifically targeted Santa Clara County and its 15 cities. The organization was intentionally structured as a “big tent” organization, where membership is broad, including both nonprofit and for-profit housing developers, local government, nonprofit community partners, business and tech sector companies, and members of the community. SV@Home works tirelessly on the housing needs of range of people struggling from the lack of affordable housing, from those who are homeless, to those with fixed incomes, to those who work in the service or manufacturing sectors, to those who work for the leading employers. Since its beginning just over 5 years ago, SV@Home has pushed forward a pro-housing platform and secured a number of successes for the community as follows:

- **2016**—SV@Home collaborated with other affordable housing advocates on the successful passage of the Measure A campaign, a \$950 million ballot measure for affordable housing;
- **2017**— SV@Home executed a successful campaign to push for 9,850 homes in Mountain View’s North Bayshore;
- **2019**— The SV@Home Action Fund, a 501 C4, is created to provide a vehicle for support for ballot measures and legislative action;
- **2020**— SV@Home successfully managed the Measure E Campaign in San Jose, which is expected to create an average of \$50 million annually for homeless prevention and affordable housing production and preservation;
- **2021**— SV@Home successfully advocated for significantly higher numbers of homes in San Jose’s Diridon Station Area, with 25% affordability;
- **2016-2020**— SV@Home worked to ensure that all of the larger jurisdictions in the County adopted inclusionary ordinances and commercial linkage fees to support affordable housing development;
- **2018-2021**— SV@Home worked with all jurisdictions in the County to adopt progressive accessory dwelling ordinances, as well as other actions, to create more naturally affordable housing options.

For additional information on SV@Home, please see www.siliconvalleyathome.org.

Organizational Overview

SV@Home is governed by an 18-member Board of Directors. The management team reporting directly to the Executive Director includes:

- Deputy Director (vacant)

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- Director of Operations
 - Director of Strategic Initiatives
 - Policy Manager
 - Community Engagement Senior Associate

The total number of staff members is 10 and growing.

The organization's budget is approximately \$1.5 million. SV@Home is supported by institutional (foundations, corporations) funders, private philanthropy, and membership fees.

THE POSITION

The Board of Directors of SV@Home is seeking an **Executive Director** ("ED") who is a proven nonprofit executive leader with a passion for SV@Home's vision and mission and who can leverage the organization's history, strengths, reputation, and standing in the Silicon Valley as a "big tent" leader in promoting and advancing housing affordability. The ED will be able to take this respected and ambitious organization into its next period of impact by continuing to advocate for its goals.

The ED will leverage the expertise of and inspire confidence and trust in SV@Home's staff in execution of its mission. The ED will lead strategy development and oversight of implementation of best practices in executing programs and services that fulfill SV@Home's vision in policy and research, advocacy and coalition-building, as well as events and education.

The ED brings strong and effective people management skills, including hiring, training, professional development, and retention of Staff. The ED will be a passionate champion of Diversity, Inclusion, Equity, and Liberation within the organization and the communities it serves, ensuring appropriate DIEL policies and practices are developed and implemented at the staff level and Board level. SV@Home's program and policy efforts in the community recognize that the work is more effective in responding to community needs when SV@Home includes diverse voices and experiences, and will work to dismantle the legacy of racist housing discrimination and land use policies while pushing forward new policies that promote racial justice.

The ED will work in partnership with the Board of Directors, strengthening it as a fundraising and strategic governance body. The ED will work, with the Board's oversight, to ensure programs are appropriate, sustainable, and in alignment with the mission, vision, and current strategic plan. The ED will work with the Board to ensure good governance practices.

The ED will diversify SV@Home's funding channels so that the organization can deliver on its vision with greater flexibility. This includes successfully expanding institutional funding (foundations, corporations) and support from individual donors. It also includes increasing membership with a compelling value proposition.

The ED will bring and effectively deploy a high level of political acumen to build, strengthen and steward relationships with elected and appointed City officials, policy makers, community leaders, and private sector real estate leaders. The ED will be diplomatic and highly adept at nuanced community leadership and communications.

The ED will serve as the primary spokesperson for SV@Home, representing the organization to community members, stakeholders, parties of interest, and other diverse-minded audiences. The ED will be



communicative and transparent in external relations. Relationship building and partnership expansion across fields, such as health, transportation, and environment, will be welcomed.

The ED will work in partnership with the Board and Director of Operations on the strategic and operational financial management of SV@Home. The ED will ensure fiscal sustainability, adept financial management and reporting of SV@Home's financial operations.

RESPONSIBILITIES

Organizational Leadership & Strategy

- Set the strategic direction, in partnership with the Board, and serve as a vision ambassador for SV@Home's staff and Board.
- Lead SV@Home through the immediate and short-term environment of the coronavirus pandemic.
- Strengthen SV@Home as the "big tent" organization for housing affordability in the Silicon Valley, actively engaging with a wide variety of entities and interests on how to achieve SV@Home's mission and vision.
- Engage in the work of the organization, including providing policy direction, working particular policy issues, assisting with preparation of communications, posting to social media, and responding to legislative issues.
- Work with local and regional agencies on panels and task forces that respond to the need for affordable housing.

Board Governance

- Work with the Executive Committee and the Board to develop, recruit and maintain a strong board of directors.
- Work with the Executive Committee and the Board to ensure the organizational mission is achieved.
- Communicate with the Board and provide, in a timely and accurate manner, all information necessary for the Board to function properly and to make informed decisions.
- Oversee, provide assistance, and serve as an *ex-officio* member of standing and *ad hoc* Board Committees.
- Seek and build Board involvement in fundraising, membership development, and SV@Home events.

Fundraising and External Relations

- Lead fundraising efforts for SV@Home, including maintaining existing funder relations and seeking new partners, such as institutional support and new individual donors.
- Fundraise to meet SV@Home's annual budget requirements.
- Build relationships with community leaders to create and strengthen SV@Home partnerships.
- Increase membership in SV@Home - largely through strategic outreach and engagement.
- Advocate for SV@Home and its vision by being its chief spokesperson to public sector, private sector, nonprofit, and community representatives.
- Build and maintain relationships with Silicon Valley government officials, key individuals in the California State Government, and other regional influencers and decision makers to promote SV@Home's mission.
- Provide direction on organizational communications via multiple modalities, such as social media, collateral, etc.

Team Management and Financial Operations

- Work with staff to ensure the mission is fulfilled through policy, events, and engagement.



- Provide direction and guidance to staff who report directly as well as to others.
- Lead and manage SV@Home's staff with an appreciation for Diversity, Equity, and Inclusion, while offering mentoring and opportunities for professional development, as well as efforts for retention.
- Working with the Director of Operations, oversee preparation, and present annual budget for Board approval.
- Working with the Director of Operations, ensure preparation of monthly financial statements that are accurate and timely, reflecting the financial status of the organization.
- Working with the Director of Operations, oversee financial management of the organization to ensure ongoing budget stability, maximum resource utilization, and maintenance of the organization in a positive fiscal position.

CANDIDATE QUALIFICATIONS / EXPERIENCE

Education: Bachelor's degree or the equivalent work experience is desired.

Experience: Ten or more years of nonprofit, public sector or relevant leadership in roles of increasing responsibility. Nonprofit experience is particularly appealing.

Management of a budget of \$1.5 million or greater.

Leadership of an organization or entity with eight or more staff with experience managing, mentoring and developing teams.

Track record of partnering with a Board of Directors in strategy, governance, fundraising, and organizational growth.

Proven ability to fundraise from an array of sources, including securing funding from institutional funders and individual donors.

Knowledge of community organizing and working in coalitions.

Experience in housing policy and an understanding of the legislative process, as well as knowledge of housing development is highly desirable.

COMPETENCIES/ATTRIBUTES

The successful candidate will have:

- The ability to **work with elected officials** and navigate local political and policy making processes
- Deep understanding of the housing crisis in Silicon Valley and practical expertise in developing solutions through policy and programs to address it
- **Cultural competency** and a passion for **racial justice and dismantling systemic inequality**, with the commitment to lead with a focus on **diversity, equity and inclusion** with both staff and Board as well as the communities SV@Home works in
- Strong understanding of the housing development process and challenges, from entitlements to financing. This applies to both for profit and nonprofit sectors
- Highly developed **communication skills**, both verbal and written, and the ability to sell SV@Home's mission and vision; a strong **public communicator**



- Strong **interpersonal and relational** skills
- Good **decision making** skills
- A commitment to teamwork, **humility**, excellent **listening** skills, and a **sense of humor**
- A **collaborative leader** who will **communicate** with staff and appreciate their input and insight

The successful candidate will be:

- **Passionately committed to SV@Home's vision and mission** of driving the creation of affordable housing for a more vibrant and equitable Silicon Valley
- A recognized and respected leader in housing issues
- A **vision setter** for SV@Home and a thought leader in the region
- **Collaborative** in style and execution of work, both internally and externally
- Committed to **racial equity** and **social justice**
- Able to establish **rapport and partnership with SV@Home's Board of Directors** supporting its governance and assisting in its growth and development
- Skilled in the **inspirational and adept management of staff**, including mentoring and professional development as well as effective retention; a team builder
- Flexible and adaptable
- **Politically savvy, diplomatic, forceful** when necessary, **engaging**, with an enviable **work ethic**

COMPENSATION

The Board of Directors intends to pay a salary in the \$180,000 to \$200,000 range. Also offered is a comprehensive benefits package.

SV@Home is an equal opportunity employer and encourages candidates with diverse backgrounds and experiences to apply.

For additional information regarding this opportunity, please contact:

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