



BroadView Talent Partners

“DRAFT” Position Description

For the Role of

Chief Executive Officer



March 4, 2021

Broadview Talent Partners | 120 Northwood Rd. 2nd Fl. | Fairfield, CT 06825 | 203.651.5300

POSITION DESCRIPTION

Title:	Chief Executive Officer
Organization:	Tenderloin Neighborhood Development Corporation
Reports to:	Board of Directors
Direct Reports:	Chief Financial Officer, Chief Operating Officer and Chief People Officer
Employee Count:	465
Location:	San Francisco, CA
Website:	www.tndc.org

THE ORGANIZATION

Mission: Tenderloin Neighborhood Development Corporation (TNDC) provides affordable housing and supportive services for low-income people in the Tenderloin and throughout San Francisco, to promote equitable access to opportunity and resources.

Established in 1981, TNDC has grown to employ more than 450 staff, to develop, own, manage and provide supportive services in 45 properties that offer deeply affordable housing for over 5,800 tenants, and to expand its work in community organizing and afterschool programming. TNDC is viewed as a trusted and well-organized community ally locally and a practice leader nationally. In San Francisco, TNDC envisions diverse communities where people with low incomes can fulfill their potential and meet their basic needs. In the Tenderloin, TNDC stands as a catalyst for advancing community interests and a force for expanding the choices that enhance livability, such as housing, employment, education, food, cultural activities, and open spaces.

TNDC values are: Integrity, Excellence, Diversity, Collaboration and Equity

People 5,800 housed in 43 buildings At TNDC, we believe that everyone deserves to thrive. Since 1981 we've supported tenants and community members in building transformative communities through Homes, Health, and Voice. Over the course of 40 years we've innovated supportive housing practices with onsite social workers and wellness programming that meet unique community and foster cultural inclusion and belonging. Today, over 5,800 people are housed across our 43 buildings and in a few years we will reach over 10,000 people.

POSITION SUMMARY

TNDC's Chief Executive Officer (CEO) is responsible for the vision and leadership of TNDC, as well its financial health and stability. S/He/They is also the leader and manager of TNDC's staff of approximately 480, including the Senior Management Team, which is comprised of the Executive Management Team (XMT) as well as Program and Functional Senior Directors.

Specific areas of responsibility include: resource development, community relations, strategic planning and program development, staff management and development, succession planning, financial management and legal compliance. The CEO is also responsible for overseeing and participating in fundraising, donor relations, and community outreach, as well as facilitating the work of the Board of Directors.

Reporting to the Board of Directors and directly supervised by the President of the Board, the CEO works in partnership with the Board on strategic issues, policy issues, fund development, and high-level operational issues. Direct reports to the CEO include the Executive Management Team (XMT): the Chief Operating Officer, the Chief Financial Officer, and Chief People Officer.

REQUIRED KNOWLEDGE, SKILLS & ABILITIES: ("MUST HAVES"):

A successful candidate for the CEO position will possess at minimum a significant number of years of relevant large affordable housing, community development and/or non-profit industry sector experience including but not limited to the following required knowledge, skills, and abilities:

- **Passion for TNDC's mission and deep and abiding commitment to affordable housing and community development as well as providing supporting housing services to the underserved, most vulnerable people in the Tenderloin and surrounding SF community**
 - *Lived Experience*
 - *Value-Based*
 - *Community connected and focused*
- **Demonstrated Diversity, Racial Equity & Inclusion leadership, strategy, and management track record**
 - *Credibly lead TNDC's racial equity and social justice work*
 - *Leadership, Staff and Board member composition reflect D,E,I values*
 - *Anti-racist, high degree of cultural competence*

- **Dynamic, strategic, visionary, and operationally-focused servant leader possessing successful large group/staff management experience**
 - *Ability to grow and scale a 480-person organization with net assets of \$45M, over \$1B of real estate assets and 15 development projects in the pipeline*
 - *Highly effective “Leader of Leaders” who empowers, delegates, trusts, inspires and motivates direct reports to deliver exceptional results and outcomes*
 - *Has navigated complexity and nuance of a human-centered community development-focused organization unified around “**Home/Health/Voice**”*
 - *Recruits and retains high-performing, qualified people*
 - *Consistent and persistent focus on the best interests of the organization*
 - *Staff mentoring, coaching, and development spirit*
 - *Calm and level-headed*

- **Demonstrated track record of cultural transformation, organizational development and change management**
 - *Possesses cultural dexterity and agility*
 - *Assess, evaluates, redevelops and restructures*
 - *Drives change toward best interest of the organization and in the direction of strategic goals and objectives and aligned with TNDC’s mission, vision and values*

- **Strong communication, presentation, stakeholder relationship management, negotiation, persuasiveness, listening, and diplomacy skills**
 - *Emotionally intelligent and empathic*
 - *Inspirational and motivational ... ability to bring people together*
 - *Transparent*
 - *Humble, with sense of humor*
 - *High integrity and ethical standards*
 - *Politically Savvy*
 - *Optimistic Spirit*

OTHER DESIRED SKILLS & ABILITIES:

- **Affordable Housing, Community and/or Real-Estate Development and related Real Estate/Project Finance experience highly desirable**
 - *Strong technical capabilities*
 - *Demonstrated experience in housing and/or community development– including social services, asset and property management*
 - *Superior strategic thinking and visioning capabilities*

- **Fundraising, Development and Philanthropy Skills**
 - *Serve as TNDC’s “Ambassador-in-Chief”*
 - *Relationship-based approach to securing grant funding and/or other philanthropic donations*
 - *Expertise in resource development; experience working with a diverse donor base and an appreciation for the time required for fundraising is essential.*

- **Relevant Corporate and/or Non-Profit Leadership Experience**
 - *Minimum of 7 years of experience as Executive Director, CEO or as a senior leader of a nonprofit organization*
 - *P & L Management and budget authority experience*

- **Understanding of Major Metropolitan Area Government and Political Dynamics**
 - *Prior experience with San Francisco’s (or similar major metro-area) government process and politics is valued. An ability to navigate successfully in political landscapes as they relate to the mission of TNDC*
 - *Have a solid understanding of how Policy and Advocacy efforts related to Homes/Health/Food Service & Food/Nutrition impacts the communities that we serve*

OTHER PERSONAL CHARACTERISTICS AND ATTRIBUTES

The ideal candidate will be a highly motivated, well-rounded, energetic, and confident individual. S/he/they must be a team player who works well with staff, donors, sponsors, partners, constituents as well as Board members to achieve TNDC’s strategic goals and objectives. Towards these ends, we seek candidates with the following **personal attributes critical for success including but not limited to:**

- Ability to provide management leadership internally while externally communicating the mission of TNDC
- Ability to naturally promote and create awareness of TNDC through embodiment of the organization’s values and mission
- An appreciation of and respect for the working expertise of the Executive Management Team
- Capable of gaining confidence and credibility among many constituencies; one who can establish rapport and build relationships with a wide range of individuals from tenants to high-end donors
- Interested in engaging in healthy debate as it relates to the day-to-day workings at TNDC. A lively intellect and style that encourages growth, “healthy conflict” and development
- Demonstrated maturity, judgment and self-awareness. Ability to maintain professional decorum under stress
- High energy level and entrepreneurial mindset
- An ability to learn from successes and failures of the past in planning for the future

- A willingness to ask difficult questions and challenge organizational assumptions and cultural norms
- A sense of innovation and creativity
- Ability to communicate with confidence and project enthusiasm and competence
- Comfortable leading through uncertainty
- Strong interpersonal skills and EQ (clear in what you bring to conversation through listening and understanding)
- Strength based leadership style that motivates and inspire teams
- Sound judgement and bias for action
- Values authenticity and transparency, and does not shy away from difficult conversations or conflict

ESSENTIAL DUTIES & RESPONSIBILITIES:

The seven primary areas of responsibilities for the CEO include: Vision & Strategic Plan Development; Leadership, Relationship with the Board of Directors, Fund Development, Administration, and Staff Supervision and Development.

VISION & STRATEGIC PLAN DEVELOPMENT

- Leads a robust strategic planning process, with annual operating plans approved by the Board and communicated with staff
- Articulate in collaboration with the Board a clear vision for the future of TNDC and lead and oversee TNDC's next 5-year strategic planning process
- Engage the board in meaningful strategic thinking about TNDC
- Develop appropriate goals and objectives to advance the mission
- Effectively lead the staff in implementing strategic objectives and annual goals; evaluate how well goals and objectives are met
- Maintain and utilize a working knowledge of significant developments and trends in the field
- Ensure that the agency has a long-range strategy that achieves its mission, and toward which it makes consistent and timely progress
- Provide leadership in developing program and organizational plans with the Board of Directors and staff
- Demonstrate quality of analysis and judgment in program planning, implementation, and evaluation

LEADERSHIP

- Use the TNDC's mission as a guide in making decisions
- Provides leadership for staff in maintaining a positive, anti-racist, DEI-focused, mission-driven work environment that welcomes creativity and innovation
- Nurtures a strong culture that encourages teamwork, innovation, inclusion, and respect for racial equity and cultural diversity
- Serve as TNDC's principal leader, representative, and primary spokesperson to the greater community, including but not limited to state and local government agencies, community agencies, constituent groups, corporations, media, and housing development organizations
- Demonstrate total commitment to the values and mission of TNDC
- Work with the XMT to strategize TNDC's short-range and long-range program and project goals and assure capacity to attain them
- Maintain accountability for and working knowledge of the operating budget and financial performance of the organization
- Manages risk and legal commitments for the organization

FINANCIAL MANAGEMENT

- Make sound financial decisions and recommendations based on a thorough understanding of TNDC's overall financial picture
- Allocate financial and human resources appropriately to achieve TNDC's goals and objectives
- Implement appropriate internal controls to protect TNDC from fraud and abuse. Assures adequate control and accounting of all funds, including developing and maintaining sound financial practices Assure that funds are disbursed in accordance with contract requirements and donor designations
- Works with the CFO and the Finance Committee of the board to prepare a comprehensive fiscal year operating budget and multi-year capital budget and projections for the organization

RELATIONSHIPS WITH BOARD OF DIRECTORS

- Maintains a strong working relationship with the Board of Directors and act as a bridge between the Board and staff; collaborates and communicates regularly with Board President and Board Executive Committee
- Prepares and presents executive reports to the Board of Directors and to the Executive Committee of the Board emphasizing matters of strategic importance, i.e., TNDC's cultural dexterity and workforce morale, DEI initiatives, business challenges as well as potential risks to the organization
- Works in partnership with the Committee on Directors to ensure the integrity and strength of Board leadership and Board development; this includes addressing issues around clarity of roles, governance, by-laws, and policies; assists with recruitment, orientation and on-boarding of new Board members

FUND DEVELOPMENT, COMMUNICATIONS and PUBLIC RELATIONS

- Assure the long-term viability of the fund development function and its role within TNDC's financial picture
- Identify TNDC's overall resource development goals and strategize on the fundraising plan on an annual basis
- Maintain accountability for current year and long-term sustaining capital fundraising
- Establish, maintain, and cultivate relations with donors, foundations or other resources to support organizational programs and activities
- Serve as an articulate and effective spokesperson for TNDC; represent the programs and point of view of the organization to agencies, organizations, and the general public
- Serve as a strong public advocate for TNDC's mission and message
- Establish and maintain positive relationships with individuals and groups that impact the success of TNDC
- Maintain official records and documents, and ensured compliance with federal, state and local regulations and reporting requirements (such as annual information returns; payroll withholding and reporting, etc.)

ADMINISTRATION

- Display a thorough knowledge of TNDC's mission area and programs
- Manage TNDC efficiently on a day-to-day basis
- Manage the successful delivery of programs
- Recruit, develop and retain the staff needed to implement the annual work plan
- Minimize risk by ensuring that appropriate and up-to-date organizational policies and procedures are followed
- Divide and assign work effectively, delegating appropriate levels of freedom and authority
- Establish and make use of an effective management team
- Maintain appropriate balance between administration and programs
- Ensure that job descriptions are developed and that regular performance evaluations are held and documented

STAFF SUPERVISION and DEVELOPMENT

- Maintain accountability for staff succession planning and organizational growth and development
- Participate in the recruitment, interview, selection, and annual performance evaluation and retention processes for direct reports
- Directly supervise and work closely as needed with the CFO, COO and CPO in providing executive leadership for TNDC
- Provide mentoring, coaching and development-focused leadership to the Executive Management Team (XMT); empower them to make major decisions and to lead their teams

MEASURES OF FIRST YEAR SUCCESS:

- **Lead Organizational Development & Cultural Change Management**
 - Assess, evaluate and organizationally re-develop TNDC's infrastructure, reporting relationships, and accountability metrics; transform and change manage the organization's culture
 - Provide a vision or strategic plan for ensuring the right organizational culture to support TNDC's efforts with race equity
- **Prioritize and Ensure Improved Employee Satisfaction and Retention**
 - Fill critical open positions and put a plan in place for improved retention
 - Implement a plan to help all levels of staff advance within the organization
 - Communicate transparently and consistently with employees and make sure that their needs are being met
 - Improve TNDC's DEI at all levels
- **Focus on Stakeholder Engagement and Satisfaction**
 - Establish, build, cultivate and grow strong relationships across all of TNDC's critical stakeholder groups (Board, Tenants, City and County Officials, Lenders, Funders, community organizers, urban planners, and industry leaders and colleagues)
- **Ensure Financial Stability and Operational Efficiency**
 - Deliver the annual budget with clarity and efficiency
 - Standardize processes and implement automations to improve delivery of services internally and externally

EDUCATION:

Bachelor's degree from an accredited college/university required; Master's degree in business, behavioral sciences and/or related areas a definite plus

COMPENSATION:

TNDC offers a competitive salary commensurate with experience, as well as excellent benefits and perks including but not limited to:

- **Health**
- **Dental**
- **Life, Short and Long-Term Disability Insurance**
- **403(b) Retirement Plan**
- **Generous paid time off program**



With its iconic bridge, historic cable cars, and beautiful Victorian architecture, San Francisco is undeniably one of the world's great cities. The entire region, in fact, demands to be explored. The vibrant and diverse East Bay, with cities like Oakland and Berkeley, is a cultural and culinary hotbed. Napa Valley and Sonoma County produce some of the best wine in the world. San Jose, and the Silicon Valley, is an essential hub of innovation. Plus, you'll find quaint waterfront towns, incredible shopping, fantastic museums, and endless outdoor delights at Point Reyes National Seashore.

Candidate Inquiries

TNDC has retained BroadView Talent Partners to lead this search.
"**Interested and Qualified**" candidates should contact:

Mr. Tracy McMillan
CEO & Managing Partner
BroadView Talent Partners
(484) 994-9270
tracymac@broadviewtalent.com

About BroadView Talent Partners

Executives in affordable housing, nonprofit, and middle market organizations retain BroadView Talent Partners to fill senior leadership team positions because they value our specialized knowledge and proven process for identifying executive talent using our unmatched national network, commitment to diversity, equity, and inclusion (DEI), and record of long-tenured placements.