



AFFORDABLE HOUSING TRUST

FOR COLUMBUS & FRANKLIN COUNTY

Position Profile

Affordable Housing Trust for Columbus & Franklin County

Chief Operating Officer (COO)



BroadView

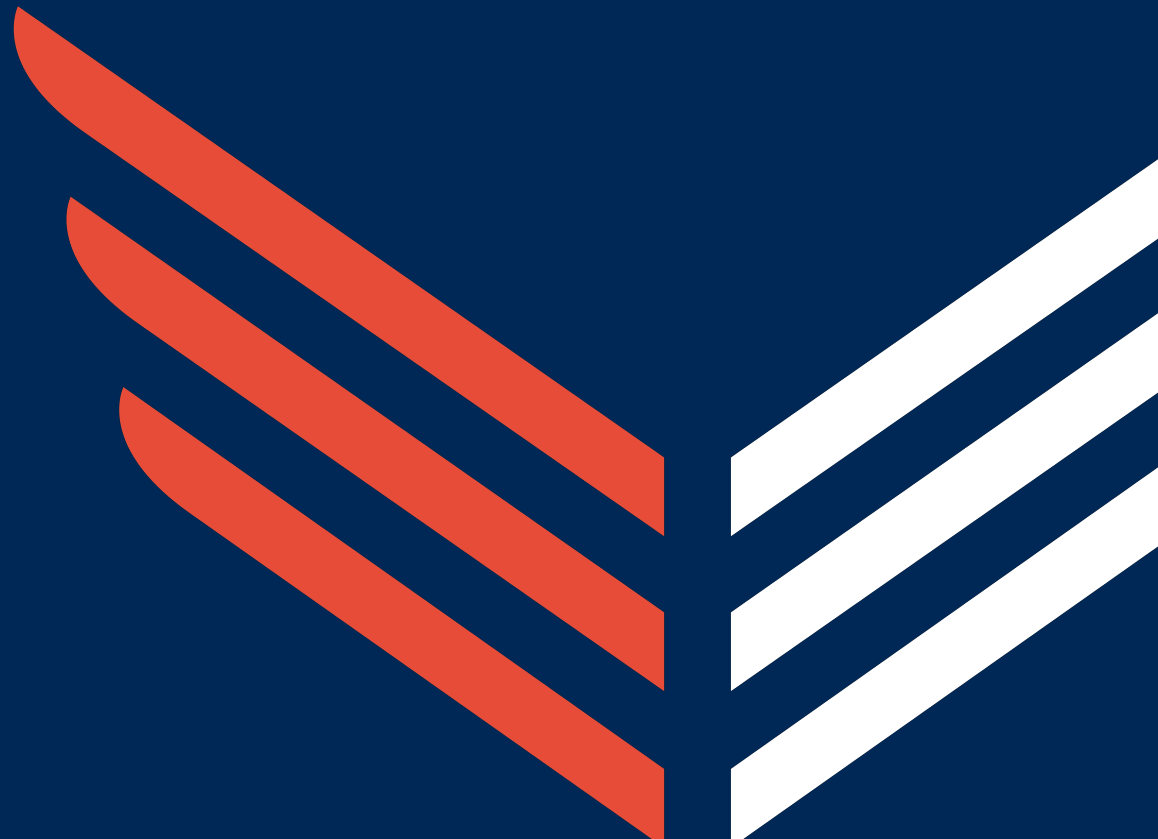
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The Organization





Who We Are

Our Commitment

We recognize that achieving our mission requires intentional efforts to dismantle discrimination and promote justice in housing. We are committed to continuously learning and evolving our practices to better serve marginalized and underrepresented communities. Our dedication to diversity, equity, and inclusion is not just a statement but a call to action, reflected in our strategic goals, community partnerships, and daily operations.

Through our dedication to these values, the Affordable Housing Trust for Columbus and Franklin County strives to be a catalyst for positive change, creating pathways to housing stability and economic opportunity for all residents. Together, we can build a community where everyone has a place to call home.

In accordance with federal laws and U.S. Department of the Treasury policy, this organization is prohibited from discriminating on the basis of race, color, national origin, sex, age, or disability.

[Click here to read AHT's full DEI statement.](#)

What We Do

The Affordable Housing Trust for Columbus and Franklin County (AHT), established in 2001, is an independent, nonprofit lender that works with the private, nonprofit and public sectors to develop affordable housing opportunities within the City of Columbus and surrounding counties. In February 2016, AHT became a certified Community Development Financial Institution (CDFI).

Our Mission

Facilitate and invest in developments designed to:

- Create and preserve affordable homeownership and rental housing
- Strengthen and stabilize neighborhoods
- Support working households, seniors and special needs populations



Our Approach

The Affordable Housing Trust facilitates housing development by investment through nonprofit and for-profit developers, thus leveraging its own funding dollars into projects. AHT's resources are directed to builders and developers, rather than individual households.

The Affordable Housing Trust | By the Numbers



\$520M+

loans closed

\$39.7M in
loans closed in
2025



300+

17 projects closed in 2025

1385 units developed in
2025



20+

years serving
Central Ohio

\$494m in Central Ohio
economic impact in 2024

5,000+ jobs supported

About the Columbus Region



The thriving 11-county area in Central Ohio is known as the Columbus Region. Central Ohio is home to 2.2 million people and some of the world's most recognizable brands, innovative small businesses, research hubs, and academic institutions—including Ohio State University.

Columbus, the capital of Ohio, is the largest city in the region and the 14th largest city in the country. It is the state's growth engine, a collaborative, open, and dynamic city. Between incredible arts and entertainment, exciting collegiate and professional sports, and a spectacular downtown riverfront of sprawling greenspace. A trendy city for young professionals, Columbus has something for everyone.



The Candidate Profile



Position Description

★ Title: Chief Operating Officer (COO)

📁 Organization: Affordable Housing Trust for Columbus & Franklin County

👤 Reports to: President and CEO

👤 Direct Reports: Director of Lending, Director of Legal Operations, Director of Administration & Programming and Communications Manager

👤 Employee Count: 10

🏠 Location: Columbus, Ohio

💻 Website: hztrust.org



Position Summary

The Affordable Housing Trust of Franklin County (AHT) seeks a strategic and execution-focused Chief Operating Officer (COO) to serve as the organization's Integrator under the Entrepreneurial Operating System (EOS) framework. As AHT continues to scale its impact as a Community Development Financial Institution (CDFI), the COO will play a critical leadership role in translating vision into disciplined execution.

Partnering closely with the President & CEO (Visionary), the COO will lead day-to-day operations, aligning people, processes, and systems, and building the internal infrastructure required to support growth, accountability, and long-term sustainability. This role is responsible for leading and connecting across all core

functions—ensuring clarity of priorities, cross-functional alignment, and consistent execution in service of AHT's affordable housing and community investment mission.

The ideal COO brings deep operational leadership experience, comfort operating in a regulated and capital-intensive environment, and a proven ability to scale systems, teams, and performance in a mission-driven organization.



Essential Duties & Responsibilities

Operational Leadership: The COO provides leadership of day-to-day operations, ensuring effective coordination, alignment, and performance across all core organizational functions.

Organizational Integrator (EOS Framework): Serves as AHT's Integrator under the EOS framework, ensuring disciplined execution of strategic priorities through clear accountability, structured operating rhythms, and consistent follow-through.

Under this responsibility, the COO:

- Partners closely with the President & CEO and CFO to translate organizational strategy into executable operating plans, providing functional insight to support budget development, capital deployment, and resource allocation.
- Establishes and oversees performance management structures — including KPIs, dashboards, and reporting mechanisms — to support data-informed decision-making and organizational effectiveness.

Loan Product Strategy & Portfolio Clarity: Leads the clarification and documentation of AHT's loan product strategy, including target developer profiles, transaction types, and product intent, ensuring alignment across origination, underwriting, and coordination with portfolio management.

Infrastructure & Operational Readiness: Strengthens internal systems, policies, and operational processes to support organizational growth, scalability, and the requirements of operating within a regulated CDFI environment.

Senior Team Leadership & Development: Directly manages senior leaders, fostering a culture of clarity, ownership, and continuous improvement while building internal leadership capacity.

Risk Management & Compliance Oversight: Ensures operational compliance with applicable legal, regulatory, and financial requirements, supporting responsible growth and sound risk management practices.

Required Knowledge, Skills & Abilities

“Must-Haves”

People Leadership, Mentorship & Team Development: Proven success leading, mentoring, and developing high-performing teams in lean, mission-driven environments; bringing strong emotional intelligence to foster cross-functional alignment, clear decision-making authority, and leadership capacity to support continuity and succession.

Executive Operational Leadership in Mission-Driven Lending & Community Development: Senior-level operational leadership experience within affordable housing, nonprofit lending, CDFIs, banking, or other similarly regulated, mission-driven organizations, with oversight of interdependent functions critical to community impact and organizational performance.

Operational Integrator & Execution Leader: Demonstrated ability to serve as the organization’s operational integrator—a collaborative leader translating strategic vision into disciplined execution through clear accountability, aligned priorities, and measurable outcomes across functions.

Systems Thinking, Scalability & Operational Discipline: A strong track record of designing, strengthening, and scaling practical systems, processes, and operating rhythms that improve consistency, efficiency, and long-term sustainability—without adding unnecessary complexity.

Lending & Transactional Acumen: A working command of affordable housing lending operations and transaction structures—including capital stacks, underwriting considerations, loan products, and credit risk factors—enabling effective oversight of lending-related functions.

Other Desired Skills & Abilities

EOS or Comparable Accountability Framework Experience:

Prior experience working within EOS or similar accountability-based operating systems, including structured meeting cadences, scorecards, issue resolution practices, and executive-level operating rhythms.

Technology Enablement & Operational Platform Adoption:

Experience supporting the evaluation, implementation, or optimization of loan management systems, financial platforms, or enterprise tools, with an appreciation for user adoption, workflow integration, and change impact..

Executive-Level Communication: Demonstrated ability to clearly present complex operational, financial, and strategic information to executive leadership.

Performance Insight & Capacity Analysis:

Experience using dashboards, performance indicators, or operational data to inform workload assessment, portfolio growth planning, and resource alignment.

Change Navigation in Lean, Growing Organizations:

Comfort operating in organizations experiencing growth, transition, or increasing complexity; able to support teams through change while maintaining momentum and operational clarity.

Pragmatic, Mission-Centered Judgment:

A steady, thoughtful decision-maker who balances mission ambition with operational realities, exercising sound judgment, prioritization, and discernment in ambiguous or resource-constrained environments.

Measures of First Year Success



Ownership of the EOS Operating Framework

Develop a thorough understanding of the Entrepreneurial Operating System through completion of required reading, then own and drive the full EOS operating rhythm across AHT, ensuring the leadership team operates with discipline, predictability, and clear accountability.

Measurable Outcomes:

- Completion of required EOS reading—including *Traction* by Gino Wickman and *Rocket Fuel* by Gino Wickman and Mark C. Winters—within the first 90 days, with demonstrated fluency in EOS terminology, tools, and the Visionary/Integrator dynamic.
- Weekly L10 meetings are running consistently with the COO facilitating, with 90%+ attendance and an average meeting rating of 8+/10.
- Quarterly planning sessions (Rock-setting) are led by the COO with documented Rocks, owners, and due dates for every leadership team member.
- The organizational Scorecard is reviewed weekly with all metrics current, owners identified, and off-track items consistently flowing to the Issues List.
- The Issues List is actively maintained and IDS (Identify, Discuss, Solve) is the default problem-solving method, reducing reactive decision-making.



Role Clarity, Ownership, and Decision Authority Across Core Functions

Ensure every seat on the Accountability Chart has clear ownership, defined responsibilities, and understood decision-making authority—particularly across lending, legal, administration, and programming/communications.

Measurable Outcomes:

- The Accountability Chart is finalized with the COO's direct reports (Director of Lending, Director of Legal Operations, Director of Administration, and Programming & Communications Manager) clearly defined and operating within their seats.
- Each function has a documented set of responsibilities with explicit escalation paths and handoff points between lending (originations, underwriting, loan approval), legal (closing), and portfolio management (loan servicing, asset management).
- Staff survey or check-in data shows measurable reduction in “who owns this?” confusion compared to baseline assessment conducted during onboarding.



Standardize and Document Core Operational Processes

Create the operational infrastructure necessary for AHT to scale responsibly. This means documented, repeatable processes—not just institutional knowledge held by individuals—across the lending lifecycle and key operational workflows.

Measurable Outcomes:

- AHT's loan product strategy is clearly documented, including target developer profiles, transaction types, product intent, and underwriting criteria, with alignment confirmed across the lending team, CFO, and CEO.
- Standard Operating Procedures (SOPs) are completed for at least five core processes (e.g., loan origination, credit approval, closing, portfolio monitoring, and compliance reporting).
- Cycle time from application to closing is baselined and a realistic improvement target is set.



Operate as a Trusted Partner to the President & CEO

Free the President & CEO to focus on external leadership, capital strategy, and board/stakeholder engagement by providing reliable day-to-day operational leadership and serving as the organizational Integrator. This is less about a specific deliverable and more about a sustained operating relationship.

Measurable Outcomes:

- The President & CEO confirms that day-to-day operational coordination and internal execution are being handled with sufficient rigor and consistency to reduce CEO involvement in routine operations.
- The COO is the primary point of escalation for internal operational issues, with the President & CEO engaged only on strategic or exception-level decisions.
- Cross-functional problem-solving improves measurably, with faster resolution times and clearer decision pathways—evidenced by L10 Issues List trends and team feedback.



Education Requirements



Bachelor's degree from an accredited institution or equivalent experience.

Compensation

AHT offers a comprehensive benefits package including such items as:

- Holidays
- Vacation
- Sick Leave
- Medical, Dental, and Vision Insurance
- Group Life Insurance
- Short-Term Disability
- Company Matched 401K
- Employee Service Recognition
- Employee Assistance Program



BroadView Talent
Engagement Team



BroadView Talent Partners Team



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How to Apply:

Interested and Qualified candidates should contact
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GET IN TOUCH

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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.

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