The Housing Trust of Rutland County (HTRC) is seeking a dynamic and experienced leader to guide this respected organization to its next level of growth and development. HTRC's mission is to transform buildings into quality affordable housing and more, and to develop relationships to cultivate communities that thrive. Primary responsibilities will include providing oversight of day-to-day operation of $45 million in real estate assets, a $1.3 million annual budget, and a staff of 16, as well as working with a committed Board of Directors to develop the strategic direction for the organization.

The Executive Director position encompasses a wide variety of duties related to real estate development, community relations, strategic planning, financial management and fundraising and revenue generation. The Director will be expected to ensure the financial strength of the organization, position the organization for appropriate growth, and seek opportunities to strengthen impact. Multiple years of progressive, senior level management experience required; nonprofit experience preferred. The successful candidate will have excellent interpersonal, management, and analytical skills, experience working with an active board of directors, as well as the ability to manage and prioritize competing needs in a complex organization.

Organizational Background and Accomplishments

The Housing Trust of Rutland County (HTRC) was organized as a 501(c)(3) charitable nonprofit in 1991. Over three decades, the staff and Board of Directors have worked to implement the organization’s mission: To transform buildings into quality housing and more, and develop relationships to cultivate communities that thrive.

In its 30 years of operation, the Housing Trust has contributed to neighborhood pride and stability through the rehabilitation and construction of affordable apartments, and its work with mobile home park communities, including relocation from closing parks, renovation of existing and creation of new mobile home parks. The Housing Trust's current portfolio of affordable housing includes rental housing, mobile home parks, and special needs housing through collaborative partnerships. Twenty-three developments
totaling over 370 units have been created in Rutland, West Rutland, Brandon, Castleton, Benson, Poultney, and Fair Haven. Projects in Rutland City and Fair Haven are currently in pre-development or construction.

Following the rehabilitation or construction of affordable housing, HTRC’s Property Management division does the work of marketing, leasing and maintaining apartments. Through collaborations with a wide variety of human service providers, the Housing Trust ensures that residents receive the support they need to be successful. In addition, maintenance staff work day-in and day-out to maintain safe, clean, affordable housing for Housing Trust residents. Long term capital improvement planning ensures that the housing remains safe and attractive for years to come.

The Housing Trust provides housing for families with children, senior citizens, individuals with disabilities, and the homeless. The services of the HTRC are targeted to individuals and families with low and moderate incomes. Ninety-five (95%) percent of current residents have incomes below 60% of the county median income.

The organization’s funding comes from fees for service (new project development fees, property and asset management fees), federal and state grants, foundation grants, and local fundraising.

The work of the Housing Trust of Rutland County—creating permanently affordable housing—is about creating opportunities for both the community’s working population as well as its most vulnerable citizens. Through its work, the Housing Trust has enhanced the quality of life and well-being of the county’s low- and moderate-income citizens, while its revitalization activities have improved the health and vibrancy of neighborhoods and communities throughout the region.

**Programs**

**Real Estate Development:** HTRC both rehabilitates and constructs new affordably-priced rental apartments throughout Rutland County, including Rutland, West Rutland, Fair Haven, Poultney, Benson, Castleton and Brandon to date.

**Property Management & Maintenance (Affordable Apartments):** HTRC owns, manages and maintains a diverse and complex portfolio of affordable and deeply subsidized rental housing (HUD Section 8, USDA RD 515, National Housing Trust Fund, HOME, LIHTC). HTRC housing serves individuals and families, senior citizens, and individuals living with special needs, including the homeless.

**Mobile Home Park Lots:** HTRC also owns, manages and maintains three mobile home park communities, providing stable, decent and affordable homeownership opportunities for 55 households.
**Housing Support:** HTRC partners with local service organizations to provide the support its residents need to succeed and to thrive. These supports include budgeting assistance and financial counseling; life skills support; assistance with accessing federal or state benefits; and counseling services. In addition, HTRC operates the **SASH Program** (Support and Services at Home), which helps Vermont’s most vulnerable citizens, seniors and individuals with special needs, access the care and support they need to stay healthy while living comfortably and safely at home.

**Strategic Direction**

The HTRC has operated under the stable leadership of its current Executive Director for the past 27 years. Through that period, the organization has developed a proven track record for successfully creating and maintaining high-quality affordable housing. The organization has developed strong relationships with town officials and community leaders, and is respected for its “can-do” spirit, flexibility, and out-of-the-box thinking. Its Board of Directors is broadly representative of the community at large, and very active. All of this will support the organization in implementing its mission going forward.

With continued strong demand for its apartments, and potentially growing demand for deeply subsidized apartments as well as small (1-bedroom) apartments, the development of permanently affordable housing will continue to be a focus of the Housing Trust. The organization currently has a 19-unit, permanent supportive housing project for the homeless and vulnerable in pre-development. HTRC is further developing its collaborations with local human service providers to both achieve success with this innovative project, as well as to support HTRC residents and their needs and challenges portfolio-wide.

In addition to this new initiative, the Housing Trust’s current development pipeline includes existing portfolio projects in need of redevelopment. The Trust plans to utilize its in-house development capacity, supplemented by consulting assistance and/or partnerships, to address the challenges of portfolio preservation projects and move these projects through funding and into development. The redevelopment of these properties will be designed not only to breathe new life into critically important community assets, but to improve financial performance, as well.

The Housing Trust’s current pipeline includes three funded projects that will generate substantial development fees. As a result of these fees, it is the Board’s goal to build a six-month organizational operating reserve.

A recent reorganization in Property Management was designed to increase overall efficiency, particularly within the Maintenance Division. Cost control and efficiency will continue be a focus of this division, with the overall goal of improving the cash flow of the properties.
With many seasoned staff members, the focus going forward will be the development of written standard operating procedures organization-wide to ensure the smooth transfer of knowledge through staff transitions.

While the Trust is well-known and respected in many circles, it continues to be less well known in the general population. Increasing the profile of HTRC throughout the county through a comprehensive marketing initiative will be a focus in the coming years.

The Housing Trust has a small but solid base of loyal donors. A full-time Development Coordinator is being added in 2020, and the board has identified the goal of further developing the capacity and sophistication of the fundraising operation. This will include the continued growth of an annual fundraising event, major donor outreach and cultivation, and foundation funding.

An additional focus will be exploring all potential sources of new revenue and revenue diversification, with the longer-term goal of adding appropriate and necessary staff.

Profile of the Ideal Candidate

Skills and Experience Desired:

• Multiple years of progressive, senior level staff management experience; nonprofit experience preferred.
• Experience taking an organization to the next level.
• Successful experience working with an active and engaged board of directors.
• Successful experience developing and cultivating relationships with public officials, political and community stakeholders, and funders.
• Excellent interpersonal and relationship building skills.
• Ability to communicate mission to staff, board, donors and community.
• Demonstrated competence in nonprofit financial management experience.
• Demonstrated knowledge of affordable housing real estate development; technical experience a plus.
• Demonstrated success developing and implementing strategic plans.
• High level strategic thinking; ability to envision and convey strategic future to staff, board, donors, and stakeholders.
• Proven track record of successful community fundraising.
• History of successfully generating new revenue streams and improving financial results.
• Demonstrated experience and success securing funding from multiple sources.

Personal Attributes Desired

• Honesty and integrity
• Sound judgement
• Well organized with solid follow through and implementation abilities
• Passionate about mission
• Fearlessness
• Extraordinary relationship building
• Strategic thinker
• Ability to prioritize and balance conflicting demands
• Unending curiosity and commitment to continuous learning
• Authenticity

**Key Job Responsibilities**

**Leadership**
- Develop and foster vision, direction, and philosophy of organization;
- Lead a management team in implementing strategic direction and goals;
- Coordinate a strategic planning process with the Board of Directors at least every three-five years, and oversee implementation of strategic goals and objectives;
- Maintain awareness of significant developments and trends within Rutland County and the state to help the organization advance its goals;
- Implement administrative and operational systems to support effective operations; establish and monitor adherence to organizational policies and procedures;
- Continuously raise the level of accountability and vigor throughout the organization.

**Board Development**
- Work with the Board Development Committee to carry out a program of targeted recruitment in order to maintain a Board of Directors that is fully populated with skills required to support organizational growth and operations;
- With Board leadership, provide individual Board members with concise and fulfilling assignments consistent with their skills and the needs of the organization;
- Ensure that Board members receive adequate orientation and training opportunities needed to execute their assignments;
- Provide information and recommendations to the board of directors to help them exercise their role in policy making, fiduciary oversight, new initiatives, strategic planning, and program monitoring and evaluation;
- Practice open and regular communication with Board members and Committees;
- Together with other members of the Leadership Team, serve as liaison between Board and subordinate HTRC staff.

**Resource Development and Management**
- Develop, implement, and monitor the organization’s annual budget;
- Ensure that financial policies and procedures are well documented and consistently followed;
• Ensure the annual budget is funded and the organization has adequate cash flow and reserves;
• Work with the Controller to produce accurate, timely and comprehensive financial reports to the Board;
• Provide oversight of all contract management and compliance for funding sources;
• Maintain diversified streams of revenue, including federal and state revenue, fee income, grant income, and local fundraising;
• Bear primary responsibility for the achievement of annual HTRC fundraising goals;
• Together with the Fundraising Committee design the annual fundraising campaign and benchmark progress thereunder;
• Oversee all fundraising initiatives including annual fundraising campaigns, major donor outreach and legacy giving program;
• Work with Board’s Fundraising Committee to identify, cultivate and solicit donors; build the fundraising program by proactively engaging with donors to make the case for financial support and to steward long term relationships;
• Prepare and/or supervise preparation of grant applications and reports.

Project Development and Asset Management
• Identify, evaluate and oversee new development projects that meet HTRC’s mission and strategic plan, and oversee assessments required to determine viability;
• Prepare and/or supervise the preparation of applications for project financing, and ensure that the terms of financing support project goals;
• Oversee procurement and contracts with professional consultants and construction companies;
• Oversee and facilitate coordination with funders on compliance and reporting;
• Provide staff support for the Project Development Committee of the Board of Directors;
• Oversee the leasing and asset management of HTRC housing, maintaining compliance with all applicable codes and program regulations;
• Oversee the development, approval and implementation of an annual asset management plan for the existing housing portfolio, as well as an annual capital budget;
• Provide support, and in some cases consulting assistance, to nonprofit and municipal partners that seek to expand their facilities or develop housing; work with local communities to support their housing needs.

Public Relations
• Promote the Housing Trust in the community and region;
• Ensure that the organization has an effective communications strategy to publicize the organization’s housing, programs, initiatives, accomplishments and events;
• Maintain and build positive relationships with political, community, and business leaders and media, ensuring that the Housing Trust remains at the forefront of affordable housing and community development in the region;
• Create and sustain positive partnerships with other housing and community development nonprofits and with intermediaries such as the Vermont Housing and Conservation Board, Vermont Housing Finance Agency, and the Vermont Community Development Program;
• Identify opportunities for new local, state or federal legislation or changes in existing legislation or regulations that would further HTRC’s mission and business objectives;
• Oversee the development of strong relationships between HRTC personnel and vendors and HTRC residents that result in high customer satisfaction and resident participation on the Board and Committees.

Human Resources & Staff Development
• Maintain an organizational climate which attracts, keeps, and motivates a diverse and highly qualified staff and volunteers corps;
• Hire leadership team members and direct reports;
• Directly mentor, support, supervise and measure the performance of direct reports;
• Ensure job descriptions and workplans are developed, that regular performance evaluations are held, and that industry-standard human resource practices are in place;
• Ensure productive and effective staff performance, providing guidance and feedback;
• Actively seek out opportunities for staff to grow skills and engage in professional development;
• Oversee the administration of human resource requirements and personnel policies by the Director of Operations and the Controller.

Program Administration
Leading the Leadership Team:
• Monitor cash flow and ensure expenses are within budget and fiscal/operation targets are achieved;
• Oversee program activities, including property management and maintenance, compliance, and capital replacements;
• Ensure the timely preparation of and implementation of organizational operation plans, business plans and work plans;
• Ensure the timely and accurate submission of reports to funders and lenders;
• Oversee organizational administration including policy and systems implementation.
**Compensation and Benefits**

The compensation package is commensurate with experience within the framework of the organization's operating budget. Compensation is competitive with nonprofit organizations in Vermont.

**Applications**

Interested candidates should submit materials via email to executivesearch@housingrutland.org. Only electronic submissions will be considered. All submissions will be held in confidence.

Please provide a cover letter, including salary requirements, as well as a current resume, a work-related writing sample, and three references with contact information. Only complete applications will be considered. Candidates are strongly encouraged to submit material as soon as possible. Applications will be accepted until June 12th, 2020.

Housing Trust of Rutland County is an Equal Opportunity and Affirmative Action Employer and actively seeks a diverse pool of candidates for this position.