



CARLSONBECK

EXECUTIVE SEARCH FOR PHILANTHROPY & NONPROFITS

## Position Specification



---

**Vice President,  
Resource Development**

05 January 2015



Carlson Beck advises **BRIDGE Housing** on the basis of an exclusive consulting assignment. The following details are for your information and should be treated with discretion.



## POSITION SPECIFICATION



**THE POSITION:** VICE PRESIDENT, RESOURCE DEVELOPMENT

**REPORTS TO:** CYNTHIA PARKER, CEO

**LOCATION:** SAN FRANCISCO, CALIFORNIA

### THE ORGANIZATION

#### ***Mission***

BRIDGE Housing is a leading nonprofit developer that strengthens communities by developing, owning and managing high quality affordable housing for working families and seniors.

#### ***Overview***

Few housing development organizations have achieved the success and stature of BRIDGE Housing Corporation (“BRIDGE”). Founded in 1983 utilizing an anonymous donation, BRIDGE has become a leading affordable housing development partner.

In 2013, *Affordable Housing Finance* ranked BRIDGE as number 20 on the “Top 50 Affordable Housing Owners” and number 5 on the “Top 50 Affordable Developers” nationally.

BRIDGE has shown what can be done with clear vision, the right leadership and a strong base of support. BRIDGE plans to double in size by 2017 through bold initiatives and geographic expansion. This includes more transit-oriented developments and forming its own private-placement equity fund to acquire existing properties and potentially help finance new construction. BRIDGE has also created and implemented robust programs and service offerings for residents and families living in the BRIDGE communities.

BRIDGE has long been a national model for both production and innovation, bringing smart, sophisticated, comprehensive approaches to building communities. BRIDGE has a unique track record of successful development of mixed-income apartments and mixed-use developments, frequently through partnerships that result in much more than housing: new shopping centers, parks, daycare centers, police and fire facilities, libraries, community spaces and job training centers that fit comfortably into their surroundings and can catalyze neighborhood revitalization.



BRIDGE and its affiliates have participated in the development of more than 15,000 homes and apartments in more than 60 cities throughout California and the Pacific Northwest. The organization's leadership aims to set the standard for affordable housing by being the very best at what they do.

One of BRIDGE's greatest assets is its team of professionals, who are highly skilled, energetic, motivated, and absolutely committed to the success of every development and the organization as a whole. The BRIDGE team – from the Board of Directors to each staff person – shares a passion for quality and possesses the business acumen to get the job done.

BRIDGE is working today not only to expand housing opportunities for thousands of residents in California and the Pacific Northwest but also to produce innovative, multi-dimensional developments that serve and establish communities and neighborhoods in diverse ways. The organization's core commitment to affordable housing remains steadfast, but its development expertise, creative funding strategies and bold ideas regarding education and training enable the organization to flourish.

For additional information, please see [www.bridgehousing.com](http://www.bridgehousing.com).

### **Leadership**

Cynthia Parker, CEO of BRIDGE Housing Corporation, joined the organization in 2010. She is the third CEO in the organization's 30-year history.

BRIDGE has an annual operating budget of approximately \$14 million. BRIDGE is headquartered in San Francisco; there are three other offices in California and Oregon. The organization has a staff of approximately 400 people.

BRIDGE owns nearly 10,000 units of housing with 6,700 additional units in the pipeline.

### **THE POSITION**

The Vice President, Resource Development will lead and direct the funding objectives of BRIDGE Housing. S/he will partner with the CEO, senior management team members and the Board of Directors to identify, cultivate, solicit, and steward financial support from various funding sources including corporations, foundations, government agencies and individual donors. S/he will direct the administrative component of resource development which includes training and developing fundraising administrative staff to track prospects, monitor grant applications, provide gift acknowledgements and actively manage the donor database (Raiser's Edge). S/he will also work with accounting to establish protocols for tracking revenue generated from resource development.

The objective of this role is to think strategically about how to approach funding sources whose objectives are aligned to the core areas of BRIDGE Housing's work. This professional will be responsible for developing a long-term strategic plan for resource development and for promoting a culture of resource development internally and externally, especially as it pertains to resident programs and services.



This professional will collaborate closely with Lyn Hikida, Director of Communications and Media, and, Susan Neufeld, Vice President of Resident Programs and Services, to deliver consistent messaging while using data to show effectiveness of resident programs. In addition to this collaboration, the Vice President, Resource Development will work closely with Mary Corley, Director of Investor Relations, and Elizabeth Van Benschoten, BRIDGE CDFI President, to coordinate efforts of raising capital from the investor community.

For 2015, BRIDGE Housing has a goal of raising approximately \$2 million. They would like to diversify their existing funding channels to include more grants from national foundations, the development of a planned giving program, and increasing the quantity and amounts of donations from individual donors. The current breakdown of development revenue streams is: 80% from corporate foundations and banks, 15% from corporations, 5% from individuals and annual fund. BRIDGE Housing does not rely on events for revenue generation, but they do have an annual luncheon celebrating the Stein Scholarship program. Currently the budget for the Resource Development function is approximately \$500,000. The Vice President, Resource Development will travel on occasion to the East Coast but will focus primarily on West Coast funding opportunities.

## **RESPONSIBILITIES**

### ***Executive management team***

- Demonstrate a high level of competency with and command of BRIDGE's mission, strategy, and programs;
- Serve on the senior management team and play a major role in strategic planning and organizational development;
- Work with the staff and the Board to plan and implement fundraising activities, and to guide and assist them in carrying out their responsibilities; and
- Develop fundraising reports for the Board and make presentations at Board meetings.

### ***Fund Development***

- Possess the long-term vision of and develop the long-term strategy for fundraising, working in collaboration with other members of the senior management team and Board of Directors, and be able to drive a brilliant tactical implementation of the strategy;
- Manage all fundraising activities, including designing and implementing strategies for generating increased revenue for program areas;
- Establish development goals and objectives, and determine priorities for action;
- Manage relationships and strategic partnerships with current and new corporate funders, including other members of BRIDGE's senior management team as warranted;
- Explore the feasibility of BRIDGE's individual giving programs by building a robust major gifts pipeline and implementing cultivation and solicitation strategies for gifts of \$5,000 and above, either independently or with the CEO or Board members;
- Explore and develop potential new initiatives that may include an E-Newsletter, monthly giving programs, web-based fundraising, and increased use of social media; and
- Steward existing key donors and funders, and create new opportunities for donor engagement.



### **Financial Management and Human Resources**

- Manage the Fund Development department's annual operating budget and revenue plan;
- Hire, manage, evaluate and provide strategic direction to Development staff;
- Encourage professional development of staff to increase their skills and effectiveness;
- Ensure that sound human resource practices are in place; and
- Maintain an environment that attracts, retains and motivates top quality development staff.

### **Development Operations**

- Collaborate with accounting staff to ensure and maintain gift processing policies and procedures;
- Collaborate with Communications and Media staff to oversee creation of all written fundraising materials, including grant proposals, reports, appeal letters, event invitations, etc.; and
- Establish and maintain appropriate Development policies and procedures.

## **CANDIDATE QUALIFICATIONS / EXPERIENCE**

**Experience:** Minimum of seven years of increasing responsibility in leadership positions in fundraising. It is essential that the successful candidate have experience building a development function and managing a team. S/he should also have experience in major and annual giving, planned giving, corporate and foundation relations.

Preference will be given to candidates who have hands-on experience in all aspects of fundraising and who have a track record of building a successful development operation. Experience working as a member of the senior management team is a plus.

Possess a demonstrated track record of fundraising success, including the ability to plan and implement fundraising activities, particularly corporate and foundation support as well as individual donors. Have personal participation in successful individual and institutional solicitations. Candidates should have sufficiently long tenures in prior positions to be able to demonstrate increasingly successful contributed income streams.

Experience working with Boards, volunteers, national foundations and high net worth individuals is important. The Vice President, Resource Development should ideally have prior development experience working as the leader of a resource development functional area raising dollars for affordable housing and/or programs and services.

**Education:** A Bachelor's degree is required. An advanced degree and/or CFRE certification is considered a plus.

## **COMPETENCIES/ATTRIBUTES**

The successful professional will be self-motivated with strong communication skills and a creative, effective manager and leader. S/he should have strategic planning skills and be capable of developing and implementing clear goals, systems and priorities. The Vice President, Resource Development must be a hands-on fundraiser, a strategic leader, and work well both independently and as part of a team. S/he must have experience at developing collaborative relationships, internally and externally, with various constituencies and will be called upon to develop such relationships with BRIDGE Housing



constituencies, including program partners, staff, Board members and donors.

The ideal candidate will be entrepreneurial, passionate about the work BRIDGE Housing performs, and have an affinity for working collaboratively. S/he must have the ability to translate BRIDGE Housing's mission and needs into tangible giving opportunities.

The successful candidate will be energetic, outgoing and engaging in personality and enthusiastic in style. S/he will also possess:

- Cultural sensitivity
- Compassion
- Loyalty
- Patience
- Emotional Intelligence
- Trustworthiness
- Responsiveness
- Flexibility and adaptability
- Ability to be hands-on when necessary
- Consistently strong motivation
- Keen organization skills
- A sense of urgency in meeting fundraising goals and generating revenue
- Excellent, highly disciplined follow-up and follow-through
- Ability to transition to BRIDGE Housing organizational environment and culture
- Entrepreneurial spirit towards fundraising
- Ability to stay abreast of innovations, best practices and prevailing best thinking in the field of affordable housing development and resident programs and services

## COMPENSATION

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

For additional information regarding this opportunity, please contact:

Heidi Holzhauser  
*Senior Principal*  
707.963.1250 direct  
[heidi@carlsonbeck.com](mailto:heidi@carlsonbeck.com)

Claire LeTard Heap  
*Principal*  
985.773. 3326 direct  
[claire@carlsonbeck.com](mailto:claire@carlsonbeck.com)