



**Housing Opportunities Made Equal of Virginia, Inc.  
(HOME)  
Richmond, Virginia**

## **PRESIDENT & CEO**

### **THE SEARCH**

Housing Opportunities Made Equal of Virginia, Inc. (HOME), a 40-year old nonprofit advocacy organization serving the Commonwealth of Virginia, seeks a talented President & CEO. Working closely with local and state governments, citizens, corporate and philanthropic partners, HOME strives to make America's promise of equal treatment in housing a reality, ensuring that every person has the opportunity to live in the housing and neighborhood of their choice.

The impending retirement of Connie Chamberlin, HOME's President and CEO of 23 years, a respected leader and a figure of national prominence, has created an opportunity for a visionary and talented new leader to combine keen management and financial skills to lead HOME in achieving its strategic goals and successfully addressing new opportunities and challenges.

The President will report to a 19-member board of directors comprised of civic, citizen, faith-based and corporate leaders. The President will be responsible for a yearly operating budget of more than \$3.8 million, a \$9 million endowment and a 30+-member staff of talented and committed professionals. Directly reporting to the President are the Vice President, Chief Financial Officer, and Development Director.

Isaacson Miller, a Boston-based, executive search firm, has been retained by HOME to assist in its search. After consulting within the organization and the board, this narrative Challenge Statement has been prepared. The Statement describes the current context in which HOME operates, its organizational structure, range of

services, the opportunities and challenges facing the new President as well as the personal attributes and professional experience the ideal candidate should possess.

## HISTORY

Housing Opportunities Made Equal of Virginia, Inc., was founded in 1971 by a group of people who knew that African-Americans were being denied access to certain neighborhoods, and who believed that housing discrimination had a devastating impact not only on the families who were turned away, but also the community as a whole. They knew that where you live determines your future and that of your children; and that it makes a difference in the safety of your home, the education your children receive, their role models, your access to jobs and health care, and whether you will be able to build equity. They believed that equal access to housing was crucial to ensuring not only individual opportunity but the health of the community. For forty years HOME has made this belief the core of its mission to ensure equal access to housing for all people, and the organization has become a national leader in the promotion of fair housing.

HOME has been responsible for some of the most important fair housing litigation in the United States. In 1982, in Havens Realty Corp. v Coleman, the U.S. Supreme Court unanimously found that HOME and its testers had standing to sue, expanding the capacity of fair housing organizations throughout the country to challenge housing discrimination. HOME brought (and won) one of the first lawsuits alleging discrimination in advertising, and its litigation against homeowners' insurance companies for redlining minority neighborhoods resulted in changed practices, making quality insurance available at reasonable cost in low-income and minority neighborhoods nationwide. HOME was one of the founders of the National Fair Housing Alliance, and works cooperatively with fair housing organizations throughout the United States.

While litigation is an essential tool in fighting housing discrimination, it is not sufficient. Over the years HOME has developed a holistic approach to ensuring equal access to housing, and its programs and services have evolved in response to the changing needs in the community and HOME's increasingly sophisticated understanding of the causes and impact of inequality.

Assistance to victims of housing discrimination and investigation of systemic discrimination remains core to HOME's work. However, HOME recognizes that there are many barriers to equal access that cannot be addressed solely by fair housing enforcement and now works toward the achievement of its mission through three strategically aligned Centers. The Center for Housing Advocacy is responsible for fair housing education, enforcement, and planning services; the Center for Housing Education provides individuals and families with the education and financial management skills they need to become successful, long-term homeowners and tenants, administers programs of down payment assistance for first time homebuyers, and has the most sophisticated and effective program of foreclosure intervention in Virginia. HOME's Center for Housing Leadership uses the experiences

of HOME's clients and research into the impact of current business practices to develop a legislative strategy that will create change in the economic, educational, and social systems that continue to create barriers to opportunity.

HOME is highly respected and has received numerous awards and recognitions for its work, including Virginia's Best Housing Organization, and Best Housing Program for its foreclosure intervention services.

For more information about HOME, please visit their website at [www.phonehome.org](http://www.phonehome.org).

## **THE CONTEXT AND CHALLENGES**

There are several challenges that have an impact on HOME's pursuit of its mission: the continued existence of housing discrimination as well as the persistence of historic patterns of discrimination; the economic and educational inequities resulting from past and current housing discrimination; a conservative political environment that resists change; dramatic changes in the local and national housing market and the continued high rate of foreclosures; and the instability of traditional funding sources during the continued poor economy. The advantages HOME brings are its highly skilled staff and dedicated Board; its reputation as an effective and respected advocate with a deep understanding of the housing market; its holistic approach; and its ability to work with all members of the community to accomplish its goals. HOME is committed to its three pronged approach to ensuring equal access to housing, and will continue to eliminate housing discrimination through education and enforcement of the fair housing laws; will prepare individuals to be successful, long-term homeowners and tenants; and will use its advocacy and research capabilities to influence public policy and business practices.

HOME is fortunate to have an endowment as a result of litigation proceeds, but in addition, HOME's Board and staff are fully committed to HOME's long-term fiscal sustainability. HOME's funding comes from a variety of sources: government grants, proceeds from the endowment, corporate and foundation grants, and individual donations. HOME has aligned its programs and services with sound budget planning, is adding a long-term financial planning component to its strategic plan, and has an active board-staff resource development committee to diversify and increase its funding sources.

Today, HOME is preparing to launch an innovative, socially responsible business venture. HOME will establish an in-house realty service that will complement HOME's existing programs for low and moderate income first-time homebuyers. HOME's Realtors will be only buyers' agents, and salaried rather than on commission, ensuring that the interests of the agents are fully aligned with those of the buyers. This service will also provide a new source of revenue for HOME. HOME is now raising funds to launch HOME Realty Services, with the help of a matching grant from the Mary Morton Parsons Foundation.

Through vision and entrepreneurial leadership, the President will continue to engage, educate, convene, litigate, advocate and coordinate with a broad array of stakeholders and institutions to support and create programs, services, public policies and the acquisition of financial resources necessary to achieve HOME's goal of ensuring equal access to housing. The President will also continue HOME's role as a thought-leader, problem solver and fair and trusted partner, as it serves its constituency throughout Virginia.

HOME's staff is a high-performing and diverse team made up of early, mid-career and seasoned professionals. A culture of honesty, collaboration, creativity and passionate commitment to HOME's mission permeates the staff and board.

## **OPPORTUNITIES FOR THE PRESIDENT**

The preferred candidate is a practical visionary, able to envision and communicate a successful future for HOME, while collaborating with partners and other stakeholders to formulate initiatives and programs. The President should have entrepreneurial spirit and drive with an eye for strategic opportunities. S/he must be skilled at motivating the staff and board to tackle the hard work necessary to achieve the vision. The President will build on existing relationships with a wide array of constituents and partners from the housing industry, government agencies, philanthropic donors and foundations, financial institutions, and other mission-driven organizations. However, as the leader of a strong civil rights/social justice organization, the President will not be afraid of the controversy that is an inevitable part of making systemic change.

The new President will lead HOME in sustaining, developing and implementing strategies and initiatives to achieve its mission, as affirmed by its board. One of the reasons HOME has been successful over the years is reflected in its ability to adapt to a changing environment and changing needs of its community. Current priorities for the new President to accomplish during his or her tenure include:

- Elevate HOME's role as a vigilant educator, researcher, advocate and problem-solver for developing new strategies and programs in ensuring fair housing in this contemporary reality
- Provide creative support to HOME's fair housing professionals in identifying significant areas for fair housing investigation and enforcement
- Use judgment to identify opportunities to influence public policy to advance new legislative and/or policy initiatives for fair housing
- Develop and maintain strong partnerships and networks of organizations, funders, government agencies, financial institutions and other appropriate entities

- Ensure the financial sustainability of the organization by using sound fiscal planning and operating systems
- Increase and diversify the base of financial support by acquiring new financial resources through major gifts from donors
- Oversee the launching of HOME Realty Services, LLC and ensure its full coordination with all of HOME's existing programs
- Work in effective partnership with the Board, continuing to strengthen its capacity to provide the guidance, governance and resources necessary for a healthy organization.

A formal, board approved Position Description for President and Chief Executive Officer is attached, as an Addendum to this Challenge Statement.

### **PROFESSIONAL EXPERIENCE AND PERSONAL CHARACTERISTICS**

The successful candidate must be committed to HOME's mission and values and be able to demonstrate this commitment through his/her previous experience. The person selected to fill this position must have a strong background in the leadership and management of a non-profit organization involved in fair housing, social justice, civil rights or human rights advocacy. S/he must have entrepreneurial instincts. The President & CEO will bring many of the following experiences and personal qualities to this important role:

#### **Experience**

- B.A. or B.S. degree from an accredited college or university. M.A., M.S. preferred.
- Experience in a leadership role in an organization of comparable size and complexity.
- Solid competencies in strategic planning, fiscal and operational management.
- Demonstrated experience working with an active board in ways which make the best use of its strengths.
- A record as a strong manager with the proven capacity to hire, lead, motivate, develop, evaluate, and coalesce staff into an effective team.
- Ability to chart a course to achieve a desired outcome, and marshal the necessary human and financial resources.

- Ability to understand and use appropriate technology to advance the agency's mission.

### **Leadership**

- Demonstrated ability to motivate and inspire people to do their best work, encouraging their creativity and mentoring their professional growth.
- A collaborative leadership style; experience in team building.
- Ability to recognize and create opportunities for strategic alliances appropriate for the organization.

### **Fundraising**

- Experience and talent for cultivating and managing relationships.
- A successful record of fundraising as demonstrated by identifying, acquiring and leveraging funding from donor, government, foundation, and corporate sources.

### **Management**

- Demonstrated capacities to plan, manage and assess operations; coordinate services, effectively supervise staff and solve problems.
- Experience in building and managing budgets and allocating finite resources for their maximum impact.

### **Communications**

- Excellent public image, communication and diplomatic skills; articulate and persuasive, comfortable in the spotlight without necessarily seeking it; ego strength to take the heat but share the credit; the ability to defer as appropriate and confront as necessary.

### **Qualities**

- A passion for the mission of the organization and sensitivity to the needs of the population it serves.
- Integrity, honesty, fairness and an ability to communicate in a timely and transparent manner.
- Ability to operate with grace and ease in a multicultural, multilingual environment.

- Capable of recognizing threats to the well being of the organization and its mission, and possessing the discipline to protect the organization in times of risk.
- Personal credibility and stature to win the respect of political, philanthropic, industry and community leaders.

**TO APPLY**

All inquiries, nominations, cover letters and resumes may be submitted to:

**Monroe "Bud" Moseley  
Vice President & Director  
Matt Tzucker  
Associate**

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(Electronic submission of credentials strongly encouraged)

*HOME is an Affirmative Action, Equal Opportunity Employer with an accessible workplace.*