

## SHELTER, Inc. Property Director

*The CEO seeks a financially astute, experienced property management professional to:*

- ***Manage, secure, maintain and upgrade all facilities (buildings, grounds, and physical infrastructure and systems), and manage a range of capital projects;***
- ***Monitor and control expenditures, assuring that department work and contracts are executed according to agreed scope, quality standards, timeframes and costs;***
- ***Provide timely, highly professional services and interactions to SHELTER Inc. residents, landlords, neighbors, community officials, funders and partners.***

Headquartered in the San Francisco Bay Area city of Concord, [SHELTER Inc.](#) has for 35 years provided residency-based services and programs. Currently operating in Contra Costa, Solano, and Sacramento counties, with plans to expand in regions adjacent to current county locations, SHELTER Inc. has an annual operating budget of about \$17 million, 90% of which is funded through government contracts and 10% by donations from foundations and individuals. With staff headcount expected to reach 135 in 2022, the organization annually provides advisory, preventive or direct services to about 20,000 people. About 3,500 clients receive case management, housing, and wrap-around services that promote self-sufficiency. Clients are low-income, temporarily or chronically homeless individuals (including veterans), people re-entering society after incarceration, and/or individuals with mental health and disability challenges.

SHELTER, Inc. owns nine buildings (including the corporate office), which comprise about 110 units, and leases three shelters - one in Martinez, one in Fairfield, and one in Sacramento (the Sacramento building requires no SHELTER, Inc. property team involvement). There are an additional 200+ master leases on units owned by others throughout Contra Costa and Solano Counties, in which SHELTER Inc places program participants, requiring inspections and maintenance from the property team. The organization periodically reconfigures the owned/leased mix, buying or selling properties based on an assessment of how resources can best be invested in service to the mission. Property asset planning, acquisition and management, and government contract experience will be a distinct advantage for Property Director candidates. Permanent supportive housing is becoming a priority so there may be efforts to expand SHELTER Inc.'s holdings if financing is available.

The organization employs a straightforward operating model which is reflected in how the [website](#) describes its mission, services, structure, and impact. There is an intense focus on the core mission of supportive housing, with direct service staff assigned to housing programs, shelter services, and the property team. Supporting these core functions are an external relations team (fundraising outreach, marketing, communications, public relations, and branding), and operations teams (human resources, finance, tech, and data analytics). The Senior Management Team consists of four to six senior leaders reporting to the CEO.

The property management team includes four services – housing navigation, property management, compliance, and maintenance with 16-20 full-time equivalent (FTE) employees which include four managers. The Property Director will be able to shape staff competencies, workflow, and accountability systems according to the organization's evolving needs as agreed with the CEO and COO. A primary function of this role is to develop strong leadership in the team, providing significant cross training and developing bench strength. This position is expected to develop career paths, identify core competencies and create solid training to keep the team challenged and engaged.

SHELTER Inc. is governed and financially stewarded by a 16-member board consisting of business, government, nonprofit, education, and civic leaders of influence. This is a working and oversight board that well understands the role of government that is serious about service efficiency and accountability to the community, and that has a pulse on the community's perception of SHELTER Inc. The organization's staff and Board include members of different backgrounds, ethnicities, and competencies, and the organization wishes to reflect and understand communities served through personal experience.

### **BASIC FUNCTION**

Reporting to the CEO and working closely with program leadership, the property director manages, maintains, and secures all physical facilities, buildings, grounds, and infrastructure; implements strong, accurate financial budgeting, controls, and reporting for all property department expenses; and is responsible for all capital improvements and property-related day-to-day activities.

The director also collaborates with the team in planning, buying, and selling properties, and in negotiating advantageous terms with sellers, buyers, contractors, and other third parties.

The director will function as the property management extension of the CEO, with the understanding that the CEO will set and periodically adjust the organization's course and the director will translate these plans into budgets, reports, operating workflows, various initiatives, and capital improvement projects. The director will ensure the organization's property management infrastructure is strong and its finances transparent, while also ensuring that SHELTER, Inc. is a hospitable, safe, and service-oriented environment for all clients, partners, and users of its facilities.

***SHELTER Inc.'s focus will always be on reducing homelessness. This is the priority of all staff, including the Property Director.***

### **IDEAL EXPERIENCE, QUALIFICATIONS, AND EXPERIENCE**

The ideal candidate should have the following experience and qualifications:

- A team builder and mentor with outstanding human qualities; one who is straightforward, flexible, shares information easily, listens as well as gives advice, and respects the abilities of others; someone who projects trustworthiness, integrity, and solidity and guides others in a similar vein; the ability to coach others, leaving those being mentored free to deliver while the property director monitors;
- Train, motivate, assess, and retain, personnel continually seeking to upgrade the competencies and capabilities of team members.
- Establish strong working relationships with the CEO, colleagues on the leadership team, direct reports (Compliance, Maintenance, Property Management and Housing); strengthen and sustain a culture of transparency, collaboration, communication, teamwork, and integrity strengthening staff retention;
- Establish collaborative working relationships with the program and other directors, funding sources, community partners, and other constituencies; foster and sustain a culture of cooperation, trust, communication, mutual support, teamwork, and integrity.
- Create operational standards and measurements for success. Ensure each team has documented procedures and calendars of deliverables.

- Support and guide housing management staff in providing leadership to their departments to ensure consistent management philosophy, high performance standards and productivity, fiscal and programmatic accountability, legal and regulatory compliance, positive interdepartmental communications, and an unwavering respect for clients who may have high trauma experiences.
- Proven senior-level property management experience, including upgrading physical facilities and infrastructure; experience with a facilities-intensive business or nonprofit organization that may include supportive housing, university housing, hotels, hospital system property management, and other similar experience;
- Deep understanding of Housing Authority, HUD, and other governmental compliance requirements, including the finances and mechanics of managing different types of building and housing units, including leased and owned properties; facility; knowledge of, and experience with, project accounting, financial accounting, compliance with government grant terms, and diverse reporting and accountability systems;
- A mature level of judgment and decision-making in a changing, forward-thinking operating and customer service environment; exercises tact, skill, and diplomacy when engaging in negotiations with colleagues, other entities, officials, contractors, employees, and their representatives... but with a strong focus on cost and using funds effectively; the ability to guide and counsel colleagues, partners, employees, and others; an ambassador for SHELTER Inc. in coordinating neighborhood relationships;
- Results-oriented, adept at seeing the big-picture, planning, prioritizing, organizing, and following through; a hard worker with a high energy level; emotionally mature with a sense of humor.

## **RESPONSIBILITIES**

Immediate Priorities include:

- Quickly get to know SHELTER, Inc. – its people, culture, constituents, funding structures, facilities, programs, capital improvements, asset management, compliance, loan payables and current and future needs;
- Foster a transparent working environment that encourages leadership development and growth and cross-agency collaboration developing and implementing standardized management and reporting processes.
- Ensure that best practices and systems are developed and utilized in accordance with public and private contracts, and in compliance with funding source requirements, goals, objectives, outcomes, and practices of Contra Costa, Solano and Sacramento counties. Develop a method of tracking all property compliance requirements with partners such as: Satellite Affordable Housing Associates (SAHA) and California Department and Housing Community Development (HUD).
- Assist with monitoring and evaluation, and ensure accurate, timely reporting by the program team; ensure the delivery of qualitative and quantitative goals and outcomes program workflows, processes, and audit documentation standards.

- Exceptional oral and written communication skills, particularly in developing and delivering presentations for small and large audiences; a record of garnering support from constituencies of diverse cultures and backgrounds including public entities, elected officials, community partners, allied organizations, advocates, stakeholders, faith communities and institutions.

Programs, Facilities, and Property Management

- Cultivate a portfolio of alliances and community-based partnerships important to providing essential services delivered by and through SHELTER Inc; create and manage vendor relationships, create a learning environment by sharing best practices with the community, particularly in shaping and delivering practical and innovative solutions measuring outcomes.
- Plan, budget and identify property for acquisition or sale; engage in negotiations with buyers, sellers, contractors, partners, and vendors; assure compliance with contract terms;
- Experience working with the City and County of Contra Costa, Solano and Sacramento or similar urban municipalities; an understanding of local politics, knowledge of public funding streams, and services offered to low-income people

For more information please contact:

Kevin Redick  
(415)762-2646 or [kevinr@moppenheim.com](mailto:kevinr@moppenheim.com)

Mark Oppenheim  
(415)762-2640 or [marko@moppenheim.com](mailto:marko@moppenheim.com)

**m/Oppenheim Executive Search**  
San Francisco, CA