

# LISC

## POSITION GUIDE

### Executive Director, Bay Area

#### ABOUT LOCAL INITIATIVES SUPPORT CORPORATION (LISC)

Today in America, and especially in the greater San Francisco Bay Area, the need for resilient, healthy, and inclusive communities with quality life, affordable housing, and wealth opportunities is greater than ever. The shortage of safe, affordable homes, skilled job training, education, and quality healthcare affects everyone and everything. With the post-pandemic inflation, many are struggling even more in the midst of unprecedented challenges to stay in their homes amid declining neighborhoods. For 45 years, LISC has supported people and places in need to achieve stability and resiliency—the very attributes everyone, and every community, requires. In 2023, LISC had another year of unparalleled support, investing \$2.4 billion to catalyze opportunity in hundreds of historically underserved urban and rural communities and doubled down on their work to create affordable housing, catalyze financial opportunity, and promote climate resiliency.

Working with residents and partners, LISC forges resilient and inclusive communities of opportunity across America—great places to live, work, visit, do business and raise families. As America’s leading Community Development Financial Institution (CDFI), LISC creates opportunities for people to thrive: better housing, living wage jobs, quality schools and childcare, safer recreation space, and vibrant places to shop and grow. To achieve these opportunities, LISC serves holistically as investor, capacity builder, advisor,



convener, and systems innovator that pools public and private dollars to be invested in people and places. LISC offers an array of financing, consulting services, and project support across all program areas, including financial



investments of grants, loans, and equity for economic revitalization projects; management and strategic services for partners; and policy and program expertise, development, and implementation.

Examples of the strategies LISC pursues are:

- Equip talent in underinvested communities with the skills and credentials to compete successfully for quality income and wealth opportunities.
- Invest in businesses, housing, and other community infrastructure to catalyze economic, health, safety, and educational mobility for individuals and communities.
- Strengthen existing alliances while building new collaborations to increase their impact on the progress of people and places.
- Develop leadership and the capacity of partners to advance their work together.
- Drive local, regional, and national policy and system changes that foster broadly shared prosperity and well-being.

Since 1979, LISC and its affiliates have invested approximately \$32 billion in businesses, affordable housing, health, educational mobility, community and recreational facilities, public safety, employment, and other projects that help to revitalize and stabilize underinvested communities. In addition, LISC has supported the creation of 506,300 affordable homes and 82.5 million square feet of commercial space representing \$87 billion in total leveraged investments. Headquartered in New York City, LISC's reach spans the country from East coast to West coast in 38 metro offices and a wide-ranging rural program that reaches more than 2,400 counties in 49 states and Puerto Rico.

LISC now aims to invest over \$3 billion to catalyze opportunity for people and places, with 20% of investments targeted to rural places and communities of color. LISC work: (1) empowers people so that more can contribute to and take advantage of economic growth; (2) transforms places experiencing district and underinvestment; (3) supports enterprises in building robust economies and communities; (4) drives systems innovation by working to address institutional challenges. In April 2024, LISC and a coalition of the country's most trusted housing, climate, and community investment groups was awarded a \$2 billion, seven-year National Clean Investment Fund (NCIF) grant from the Environmental Protection Agency (EPA) to provide capital for affordable residential decarbonization throughout the country, with a specific focus on low-income and disadvantaged communities. This major grant will play an important role in key metro LISC offices, particularly their LISC Bay Area office.

## KEY FACTS

- \$354 million annual budget (2023)
- 678 organization-wide staff
- 37 local offices and a Rural LISC office
- Over 2,500 local partners nationwide
- \$32 billion in investments, since 1979

## MISSION

Together with residents and partners, we help forge resilient and inclusive communities of opportunity across America—great places to live, work, visit, do business and raise families.

## COMMITMENT TO DIVERSITY, EQUITY, INCLUSION, AND JUSTICE

Poverty and other forms of inequity and injustice that LISC works to help redress are largely rooted in this country's historic and systemic racism, as well as in other forms of discrimination. Pursuing our mission demands that we conceive and implement every aspect of our work through the lenses of equity and anti-racism. LISC is wholly committed to living this approach.



## THE POSITION

An energetic, influential, and inspirational leader, LISC's Executive Director role represents an exciting and distinctive opportunity to experience deep purpose and a fulfilled sense of mission in leading the growth of local programs, funding, and services in the Bay Area that will positively impact the lives of thousands of individuals and families, particularly in less-invested communities and neighborhoods. LISC and its affiliates have served the Bay Area for over four decades as one of its first regional offices. Since 1981, LISC has provided \$881 million in grants, lending, and equity investments, which have leveraged an additional \$3.7 billion in investment. LISC has attracted over 1,167 businesses to local corridors, created 1,360 new Bay Area jobs, helped create over 14,000 affordable homes and apartments, and financed over \$1.5 million square feet of commercial, retail, and community space.

With residents and partners, LISC forges resilient and inclusive communities of opportunity across the nine-county Bay Area with deep roots in San Francisco, Oakland, Richmond, and San Jose. LISC Bay Area works to support and protect diverse low-income neighborhoods and long-standing communities of color through effective partnerships, programming, and funding. Within a trailblazing region, LISC Bay Area seeks to inspire the community to reimagine what could be possible when everyone invests in people and their prosperity. For 2024-2026, LISC Bay Area has established five main goals: (1) increase access to capital to historically disinvested communities; (2) empower community-based economic inclusion, particularly in Oakland; (3) influence, inspire, and invest in ecosystem building; (4) continue to invest in Bay Area affordable housing; and (5) establish a holistic operational framework of community development programs committed to racial equity. Examples of LISC Bay Area's successful capacity-building programs include: [Partnership for the Bay's Future](#), a \$500 million collaborative program and one of the nation's largest-ever private-sector housing funds; [Faith and Housing](#), an affordable housing program supporting faith-based organizations with land development; [Housing Development Training Institute](#), a training program for the next-generation of housing champions working at local CDCs; and [Neighborhood Economic Inclusion](#), uniting local residents, business owners, and stakeholders to strengthen commercial corridors, including the highly successful [7<sup>th</sup> Street Thrives](#) partnership.

The Executive Director, an entrepreneurial and dynamic self-starter, will provide overall leadership, strategic direction, and guidance for all aspects of LISC Bay Area's current programmatic structure. This position reports to Joe Horiye, the West Region Program Vice President and works closely, effectively, and harmoniously with other members of the LISC national management team, programs and affiliates. This position will be responsible for expanding LISC's role primarily in San Francisco, Oakland, Richmond, and San Jose. LISC Bay Area has a strong operating base of nonprofit and private sector funding partners that includes recent partnerships with BMO, Capital





One, First Republic Foundation, San Francisco Foundation, Silicon Valley Community Foundation, Sobrato Family Foundation, and Wells Fargo. The Executive Director manages a \$3.5 million operating budget and a talented team of 9 housing and economic development professionals. This position is based in LISC's downtown Oakland office and provides flexibility for working remotely as needed.

The position requires a strong commitment to the role of community-based non-profit organizations as agents of positive change as well as an understanding of, and appreciation for, other key public and private partners who can offer additional resources to the work of community development in the Bay Area. Most importantly, the Executive Director builds strong, beneficial relationships throughout Bay Area, facilitates greater regional engagement and alignment with LISC, and raises funds and capital locally that will be leveraged by national LISC's support to support their community partners. This leader will also recruit, manage, and collaborate closely with a diverse, skilled, and broadly representative 8-member [Local Advisory Committee](#) that provides civic leadership and strategic guidance on investments, policies, and programs and supports resource development efforts. To be successful, this goal-oriented leader must be a strong implementer of operational and programmatic excellence who can effectively partner with colleagues on the LISC national team collaboratively, strengthen cross-team communication, increase revenue sources and philanthropic funding, and instill a culture of philanthropy across the organization.

## RESPONSIBILITIES

The Executive Director will have the following responsibilities:

### Leadership and Management

- Lead and manage a professional staff of nine and a Local Advisory Committee (LAC) to carry out LISC's strategy and operate its programs.
- Coordinate strategic, programmatic, and annual planning/budgeting processes in collaboration with the LAC

## MAJOR OBJECTIVES

Within the first 12 to 18 months, the Executive Director will achieve the following major objectives:

- Review and reassess LISC's current business model and strategic plan and make the necessary changes to implement new programs that ensure financial sustainability and provide support for local residents, families, and communities.
- Lead, build, empower, and inspire a high-performing team of community development experts to grow and expand LISC's impact and investment with Bay Area affiliates, partners, and stakeholders.
- Build strong trusting relationships of reliability, respect, credibility and mutual enjoyment both internally within LISC Bay Area and national LISC, and externally to its many partners and stakeholders.
- Elevate LISC's brand regionally and create effective strategies that harness LISC's financial resources to build a pipeline of affordable housing, economic mobility, lending, and other catalytic opportunities.
- Cultivate, solicit, and secure key funding partnerships that optimize LISC's efforts to serve as a strong market leader in the Bay Area, particularly with individual donors.
- Achieve a solid, working understanding of LISC and its array of products and services quickly so as to take full advantage of all resources within the local market.
- Serve as a passionate catalyst for collaboratively shaping and articulating an exciting vision for LISC's next phase of dynamic growth and impact in the Bay Area.





and LISC's West Coast Program Vice President.

- Implement the three-year strategic plan with oversight from the Senior Vice President of Market Excellence and Market Excellence team.
- Recruit, build, manage, and orient a diverse, skilled, and broadly representative LAC membership and team.
- Ensure the staff structure is fully optimized for strong performance and efficiency.
- Build and maintain positive relationships with national LISC; participate in national LISC leadership structure and meetings.
- Bring visibility to local innovations and programs within the national LISC structure.
- Maximize the use of national LISC resources and expertise in the Bay Area.

### Community Development and Program Activity

- Manage and implement Bay Area LISC's signature affordable housing programs, including Partnership for the Bay's Future; catalyze public-private partnerships to provide technical assistance, innovative programs and problem-solving.
- Assist in engaging a wide variety of community partners to help bring holistic and integrated services to targeted neighborhoods with local government, state agencies, other private and quasi-public financial institutions and intermediaries, advocacy groups, and community-based organizations.
- Develop and implement inclusive strategies for expanding affordable housing, economic mobility and using LISC's financial resources to catalyze a pipeline of affordable housing, small business, and other real estate projects and catalytic programs.
- Promote effective community development strategies to attract resources to targeted under-served populations and neighborhoods.
- Identify and incorporate best practices gained from national LISC interaction into Bay Area program designs.
- Identify, increase, and implement opportunities for investment (grant, equity, debt) by LISC and its affiliates.

### Public Policy and Advocacy

- Provide leadership on housing and community economic development policy issues in the Bay Area.
- Advocate on behalf of LISC and the policy networks at the local, state, and federal levels to secure the tools necessary to advance a comprehensive redevelopment strategy.
- Establish and maintain effective working relationships at the highest levels of local, state, and federal government as well as in the corporate and foundation sectors.
- Develop and maintain partnerships with community organizations and other advocacy groups engaged in public policy issues.

### CONNECT





## Fundraising

- Strategically cultivate and steward a portfolio of existing funders, including philanthropic funders, financial institutions, corporations, and city, county, and state governments.
- Identify and cultivate leadership from key corporate, foundation, and other prospective donor sectors who share an interest in affordable housing, economic mobility, lending, and community development.
- Spearhead and achieve the annual multi-million-dollar fundraising goals to ensure operational sustainability and meet the outcomes for programmatic work.
- Work with the Local Advisory Committee to raise sufficient funds annually to finance LISC Bay Area's operations, program activities, and projects.

## QUALIFICATIONS

The ideal candidate will possess most of the following qualifications:

- A passionate, enthusiastic commitment to LISC's mission of forging resilient and inclusive communities of opportunity across America and advancing racial equity.
- A minimum of 10 years of senior-level experience in community development, real estate, capital development and community revitalization, and other related fields.
- Proven experience in shaping affordable housing and real estate projects through development or lending and growing organizational capacity.
- Proven experience in relationship building and engaging directly with stakeholders in the community, including local elected officials, legislators, public agencies, social service agencies, corporate and business leaders, and key funders.
- Ability to lead a major local team program that works closely and effectively with a national organization.
- Demonstrated management experience, including staff development, financial management, and office administration, with an ability to attract and sustain philanthropic funding from individuals, corporations, and government entities.
- Demonstrated ability to build successful relationships with constituents from communities of color and all socio-economic backgrounds.
- Experience in empowering, building, and maintaining productive relationships with volunteer leaders comparable to a board of directors or an advisory committee.
- Excellent interpersonal communication skills with an effective and persuasive ability, including strong written, verbal, and presentation skills.





- Experience building relationships, networking, and collaborating effectively with ethnically/culturally/socio-economically diverse populations and community organizations.
- Ability to work with a flexible schedule and travel as needed.
- A bachelor's degree from an accredited college or university. An advanced degree would be an advantage.

## COMPENSATION AND BENEFITS

LISC offers a highly competitive salary: \$215,000-\$235,000. Benefits include medical, dental, vision, and voluntary life insurance; flexible spending accounts for out-of-pocket medical, dental, daycare, parking, or commuter transportation expenses; three weeks of vacation to start; 12 paid holidays, 10 sick days, and three personal days; paid parental leave of four weeks; tuition reimbursement program, up to \$5,000 annually; retirement savings plans including a 401(k) with employer match and a 403(b) with employer contribution; Group Life Insurance and AD&D; Short Term & Long Term Disability; telecommuting program; and employee assistance program.

LISC is proud to support an environment where dedicated staff do inspiring and meaningful work as part of a collaborative team that are passionate about what they do. LISC promotes racial, ethnic, and socio-economic diversity, and it is reflected in the work they do, and in their teams where 50% are people of color and 67% are women.

## APPLICATION

LISC has retained Campbell & Company to conduct this search. The team for this project includes Dan Nevez, Vice President and Emily Miller, Senior Consultant.



**DAN NEVEZ**  
Vice President



**EMILY MILLER**  
Senior Consultant

**APPLY NOW >**

Use the button above or visit [www.campbellcompany.com](http://www.campbellcompany.com) to learn more about this opportunity.

*LISC is an equal opportunity employer committed to diversity, equity, inclusion, and justice.*



Drawing on our deep expertise in environmental/conservation, human services, arts and culture, education, healthcare, and association/membership organizations, **Campbell & Company offers a high-touch, human-centered executive search experience for clients and candidates.** We recruit from our extensive national networks leveraging the relationships and reach of our entire firm, which for 47 years has partnered with organizations across the nonprofit sector to advance their missions and deepen their impact.

We are proud to be the executive search firm of choice for hundreds of nonprofit organizations. Campbell & Company has been listed four times as one of the country's **best executive search firms** by *Forbes* Magazine and named one of Women of Color in Fundraising and Philanthropy (WOC)'s **Top 10 search firms for placing extraordinary leaders of color** for three consecutive years. *Crain's* Chicago recently named us one of **Chicago's Best Places to Work**; *Seattle Business* Magazine also named us one of **Washington's Best Companies to Work For**.

As members of this employee-owned firm, everyone at Campbell & Company has a personal stake in the success of each client. Through our culture driven by **belonging, collaboration, curiosity, and rigor**, we empower every team member to innovate for the good of our clients.

Combining your mission and our passion, Campbell & Company **leverages our entire team** to be an effective and supportive partner before, during, and after complex leadership transitions. We are driven to place not just a capable candidate, but one who complements your existing culture, can **move your organization forward**, and will make a meaningful contribution to the nonprofit sector.

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