



**SEARCH FOR EXECUTIVE DIRECTOR
HOMEOWNERS REHAB/CAMBRIDGE NEIGHBORHOOD APARTMENT HOUSING SERVICES**

THE SEARCH

Homeowners Rehab and Cambridge Neighborhood Apartment Housing Services (HRI/CNAHS) are affiliated non-profits focused on creating and preserving affordable housing, primarily in Cambridge, MA. They share staff and resources in this pursuit. They also create tangible opportunities to help residents advance their economic and social wellbeing through a range of direct services and other programming. The Executive Director, Peter Daly, is retiring, and the Boards of both organizations have engaged Isaacson, Miller in the search for a new leader. Confidential inquiries, referrals, and nominations may be directed to the firm as indicated at the end of this document.

Peter Daly has announced his intention to retire in 2022. He has served as Executive Director (ED) since 1988 and is an influential figure in the affordable housing and community development field. He has led the growth of HRI/CNAHS and has a sterling reputation both for his talents and his integrity. This is a rare opportunity to follow a gifted leader and lead an effective, mission-driven organization with a small, dedicated, and talented staff and a strong financial footing.

The ED serves as the chief executive officer for both organizations. The new ED will be asked to lead and execute a new strategic plan, and leverage existing programs - including real estate development, asset management, sustainability initiatives, and resident services - and perhaps create new ones. They will bring a passion and enthusiasm for affordable housing and the ability to create and foster individual and community connections to HRI/CNAHS and its work.

HRI/CNAHS HISTORY AND MISSION

HRI (www.homeownersrehab.org) was founded in 1972 by a group of concerned residents who recognized the need to stabilize housing opportunities in Cambridge. Initially, the organization focused primarily on homeownership support for Cambridge's lower income residents. While HRI continues to support homeownership, its main focus now is on creating and maintaining rental properties to ensure affordable, sustainable, supportive residential options in Cambridge and nearby communities.

In 1983, HRI began a community-based planning process leading to the incorporation of Cambridge Neighborhood Apartment Housing Services (CNAHS) www.cambridgenahs.org, a non-profit entity formed to address disinvestment trends in rent-controlled properties. Served by HRI's shared staff, CNAHS activities have included offering below-market-rate or deferred payment loans to make rehabilitation projects feasible and affordable for tenants, owners, lenders, and City agencies. Even though rent control

ended in 1995, CNAHS has continued to help both small property owners and lower income homeowners improve their buildings.

Since 2015, HRI/CNAHS has partnered with the Kuehn Fellowship program, which provides two-year fellowships to young professionals to work in non-profits dedicated to affordable housing. To date, HRI/CNAHS has welcomed and offered full-time employment to four Kuehn Fellows.

REAL ESTATE DEVELOPMENT AND MANAGEMENT

HRI/CNAHS now owns over 1,700 units of housing primarily in Cambridge, with an additional 70 units in Worcester and smaller properties in several nearby communities. Its portfolio is diverse in size, character, and location. The largest property in the portfolio is 808-812 Memorial Drive, whose 300 units are operated in partnership with the residents and currently undergoing substantial exterior and interior renovation. At the small end of the spectrum, the organization is repurposing the last remaining rooming house in Cambridge by converting it into a dozen single-room occupancy units with individual bathrooms and kitchens.

On the new construction front, HRI/CNAHS recently completed the largest 100 percent affordable housing development in Cambridge in over forty years: Finch Cambridge. It has 98 apartments ranging in size from one to three bedrooms, plus community spaces. Most of the units are for households earning less than 60 percent of the Area Median Income (AMI), with the rest for households earning up to 100 percent AMI. Located on Concord Avenue across from Fresh Pond, the building meets the highest energy efficiency and sustainability standards and, to date, is the largest [Passive House](#) building in Massachusetts.

While HRI/CNAHS's developments are typically mixed income, the significant majority of its units have rents affordable to low- and moderate-income households. To achieve this high level of affordability along with excellent design, HRI/CNAHS is skilled in obtaining and creatively aligning a wide mix of public and private financial resources tailored to each project. It works closely with multiple public agencies at municipal, state, and federal levels; non-profit financial intermediaries; and private investors. It has built strong relationships with these diverse stakeholders, which have, in turn, over many years agreed to finance all the organization's proposed projects.

Through its asset management program, HRI/CNAHS ensures that its properties are well maintained and are in strong financial health. It works with third-party management companies to provide day-to-day property management, maintenance, and financial management of its properties. Wingate Companies currently manages the portfolio.

More information about HRI/CNAHS's development programs can be found at the end of this document, and through [this link](#), there is additional information about its real estate portfolio.

RESIDENT SERVICES

The HRI/CNAHS Resident Services (RS) program has grown over the past decade. It assesses the specific needs of households in each property and works to find the services that will support them. While most of the organization's properties house families with children, others are geared to senior residents or to individuals living with disabilities. The RS program provides targeted information and referral services, financial fitness and savings programs, a computer learning center in one property, on-site educational and interactive events at many properties, and a monthly newsletter to residents. It partners with multiple

service agencies to bring programs to residents. The RS staff are also available for one-on-one services to residents as needed.

A full account of HRI/CNAHS's Resident Services offerings can be found at the end of this document.

LEADERSHIP AND ORGANIZATIONAL STRUCTURE

HRI/CNAHS share an Executive Director and staff but are governed by separate Boards of Directors. The Boards have representatives from the many sectors they engage to successfully pursue their missions: residents of their properties and the surrounding communities; finance professionals such as local bank officers; city officials; affordable housing and urban planning professionals; and representatives of affordable housing nonprofit intermediaries. Many Board members have served for over ten years, so there is a considerable degree of stability and continuity in board membership. Currently HRI/CNAHS employs 12 staff members for development, resident services, operations, and administrative support. HRI/CNAHS now outsources its financial management to AAFCPAs and its human resource functions to Insource Services, with the intention that the next ED may decide on a different long-term approach to managing these activities.

THE ROLE

The new Executive Director will be a leader in the affordable housing field and will have experience in assessing and managing development opportunities, with an understanding of the diverse issues entailed in creating and sustaining affordable residential communities. They will lead the overall planning and oversight of development projects, seeking new opportunities in the real estate market and working with staff and the Boards to assess future locations for development. They will also oversee the long-term health and operations of HRI/CNAHS's real estate portfolio. To maintain and grow life-changing programming for residents in the properties, the ED will also need to have a sharp focus on resident services.

This leader will build and sustain strong partnerships with local, state, and federal organizations and officials, and advocate convincingly for HRI/CNAHS's mission and projects. HRI/CNAHS's relatively small size means the ED must be a visible manager, communicating openly, supporting staff, and working collaboratively with them to set priorities, delegate responsibility, and achieve goals. Its strong, capable staff are the organization's greatest asset, so the new ED will have a great team to work alongside.

KEY OPPORTUNITIES AND CHALLENGES

LEAD THE DEVELOPMENT OF A NEW STRATEGIC PLAN TO GUIDE HRI/CNAHS INTO THE FUTURE

This leadership transition calls for reflection about the way forward. In close collaboration with the Boards, staff, and other stakeholders, the Executive Director will convene conversations to produce a new strategic plan. The new plan will articulate an ambitious but achievable vision for the next five to ten years of HRI/CNAHS's work and will set explicit and measurable goals for growth both in new development and expanded services.

***CONTINUE TO STRENGTHEN HRI/CNAHS'S RELATIONSHIP WITH LOCAL LEADERS AND FORGE NEW PARTNERSHIPS
LOCALLY AND NATIONALLY***

Cambridge is a deeply interconnected city, especially when it comes to affordable housing work. Over the years, HRI/CNAHS's leadership has built close, strong relationships with local government and private sector leadership to help support and drive HRI/CNAHS's work. The ED will build on this legacy as a visible figure within the community, representing both organizations, nurturing, and building connections to support their activities.

ENSURE THE CONTINUED GROWTH & SUSTAINABILITY OF HRI/CNAHS'S REAL ESTATE PORTFOLIO

The ED will work with the Boards of Directors, staff, and the broader community to set the long-range development strategy for the organization. HRI/CNAHS is in a strong financial position, so the next ED will inherit a solid foundation on which to build. The ED will remain current about the real estate market in Cambridge and the surrounding area in order to identify and pursue new development and program opportunities. They will strategize around the possibility of increasing the organization's reach geographically. With the vision and energy of an entrepreneur, the ED will critically evaluate new business opportunities, new revenue streams, and collaborations. They will oversee the organization's financial performance and establish policies and procedures to ensure that it continues to operate in a fiscally responsible manner.

***EVALUATE EXISTING PROGRAMMING AND DEVELOP NEW SERVICES TO SUPPORT HOUSING STABILITY AND ACCESS TO
OPPORTUNITY FOR RESIDENTS***

HRI/CNAHS offers life-changing programming to its residents, focused on economic advancement, education, health, and community building. Here too, the ED will work with staff and the Boards to identify how to grow services to maximize their benefits. The ED will provide leadership for the design and delivery of resident services programs to enhance existing, successful programs and identify new ones, including new links to third-party providers. Leading with data, the intent is to understand community needs and measure outcomes across the organization's properties to ensure appropriately tailored programming. The ED will be culturally competent, with a working knowledge of the communities the organization serves and the structural problems they face politically, socially, and economically.

CONTINUE HRI/CNAHS'S COMMITMENT TO CREATING SUSTAINABLE, TOP-QUALITY HOUSING

HRI/CNAHS has received national attention for its commitment to developing sustainable, affordable housing with a low carbon footprint. The organization has already developed high-performance buildings with renewable energy installations, including three with LEED Platinum Certifications, two LEED-Certifiable projects, two building renovations approaching Net Zero energy use, and one Passive House development. The next ED will continue this effort to lessen the environmental impact of the organization's portfolio through design, construction, and operational strategies that incorporate sustainable building practices and renewable technology in all its projects.

INCREASE THE SIZE, DEPTH, AND DIVERSITY OF THE STAFF AND BOARDS

As a core part of its mission, the organization supports the creation and management of residential communities that are diverse in race, ethnicity, income, age, abilities/disability, and household structure. This mission is internal as well. The Boards and staff of both HRI and CNAHS are committed to that goal

and have important work to do on this front. The organization sees the need to reflect the communities it serves at every level. The ED will mindfully and intentionally grow the organization in size and will recruit staff and Board members who bring depth and breadth of professional and lived experience. It will be incumbent upon the next ED to devise opportunities for greater diversity among all stakeholders and to increase the focus on diversity, equity, inclusion, and access in their internal and external operations.

KEY QUALIFICATIONS AND CHARACTERISTICS

The HRI/CNAHS Boards will focus their search on professionals who are accomplished in the field of affordable housing. While there is a preference for candidates with knowledge and networks in the local community, the search committee encourages the interest of candidates whose expertise and relationships have been developed in other urban markets. While no candidate will embody all of them in equal measure, the successful candidate will bring many of the following qualities and qualifications:

- A deep and demonstrable commitment to HRI/CNAHS's mission and values
- 10 years related experience, including progressively more responsible experience, in real estate development, maintaining a strong, sustainable portfolio of properties, and community-serving programs
- Senior leadership experience at a similarly complex organization; the capacity to recruit, retain, develop, and inspire high-performing teams
- Successful experience working with diverse constituencies such as public officials, private businesses, community residents, and others
- A demonstrated understanding of and commitment to diversity, equity, and inclusion in the affordable housing field, to reduce historical and institutional barriers which have excluded and disadvantaged people
- Strong working knowledge of government and private sources of affordable housing finance
- A comprehensive understanding of urban communities and a passionate commitment to the success of cities
- Excellent written and oral communication skills

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Applications, as well as inquiries and nominations can be directed electronically and in confidence to:

Lisa Savereid, Partner
Angelo Alexander, Associate
<https://www.imsearch.com/search-detail/S8-384>

Homeowner's Rehab, Inc./Cambridge Neighborhood Apartment Housing Services is an equal opportunity employer committed to ensuring diversity in its workplace, and candidates from diverse backgrounds are strongly encouraged to apply.

APPENDIX: ADDITIONAL INFORMATION ABOUT HRI/CNAHS

REAL ESTATE DEVELOPMENT AND PROGRAMS: ADDITIONAL INFORMATION

Green Initiatives, Sustainability, and Wellness

As part of its real estate development, lending, and asset management lines of business, HRI/CNAHS places a high emphasis on reducing the carbon footprint of their portfolio and creating healthier homes for their residents, along with ensuring the long-term sustainability of the properties and reducing operating costs. The organization has achieved three LEED Platinum building certifications, two LEED-certifiable projects, two building renovations approaching Net Zero energy use, in addition to the Passive House certification for Finch Cambridge noted above. The organization's work in this area has won numerous awards for its innovation and impact, most recently in September 2021, the national award from *Engineering News-Record* for "Excellence in Sustainability Best Project" for Finch Cambridge. The organization goes beyond reducing energy use to develop resident programs that promote healthy living for the community. These include having become the first nonprofit member of the Partnership for a Healthier America (PHA) and incorporating Active Design Principles in all new construction.

Financial Lending: Home Improvement Program (HIP)

HIP has been operated by HRI for over 40 years. This program provides low-interest home improvement loans and technical assistance to homeowners in Cambridge who cannot afford to maintain their homes. Without the assistance of HIP, these homeowners would likely be forced to sell their homes and move out of their neighborhoods. Funding for this program comes from a blend of City funding, fundraising, and HRI/CNAHS's budget. To date, the program has renovated more than 500 units for low- and moderate-income homeowners.

Improving Lives for Individuals Disadvantaged by Age, Income, or Disability

HRI/CNAHS continually takes on innovative challenges. One recent example: In April 2020, the organization, in collaboration with Wingate Management, assumed operation of [CASCAP, Inc.](#) and its 250+ unit real estate portfolio. The 20 buildings include both group homes and independent living for individuals or seniors. This merger had been planned by the staff and boards of both CASCAP and HRI/CNAHS for approximately two years to ensure a comprehensive approach to stabilizing and reinvesting in CASCAP properties which serve people who are disadvantaged by age, disability, or poverty. After assessing the conditions of each property, mostly in Cambridge but one each in Newton, Lowell, and Watertown, HRI/CNAHS is undertaking targeted refinancing and repair or renovation programs.

RESIDENT SERVICES PROGRAMMING: ADDITIONAL INFORMATION

Education Services

Scholarship Program: Since 2006, HRI/CNAHS has offered scholarship programs to its residents – with no age limit – seeking to enroll in a two- or four-year undergraduate college program or to earn a professional certification. Since its inception, they have awarded over \$1 million to more than 70 individuals.

Financial Stability and Savings Program

Operated in partnership with the Cambridge Housing Authority, this program is designed to support HRI residents in accomplishing specific financial goals and building a stable financial future. The program lasts up to five years, during which a Family Self-Sufficiency Savings Account is established for each participant. As tenants earn more money and incur rent increases, HRI makes deposits into the FSS account, which can be used by the participant to make progress towards goals like buying a home, paying for college, building retirement savings, and more. On average, clients graduate from the program with \$7,800 in savings.

Social Services

Food Insecurity Services: In 2017, HRI/CNAHS implemented new programming to combat food insecurity for their residents. Many residents either walk or rely on public transportation for shopping, making it difficult to transport large quantities of groceries and inhibiting access to fresh, affordable food. Programming includes holding a series of no-cost farmers markets at four locations from July through October, hosting on-site food pantries, and monthly community breakfasts for youth ages five and up. Each program partners with other local service organizations to provide food, education, and resources for HRI/CNAHS residents, and they are able to respond to immediate issues. For example, during the pandemic, healthy lunches were delivered for children who were not able to attend school, and in 2021 free face masks were provided at many properties.

Aging in Place: HRI/CNAHS works closely with Somerville Cambridge Elder Services and the Cambridge Council on Aging to provide information and referrals to in-home care and other local resources for senior residents. They also offer frequent on-site activities, workshops, and events in their senior properties. Diverse services are intended to enable residents to age-in-place in good health as long as possible, without the disruption of moving to another residential setting or nursing home. One example is the Putnam Square Gardeners Club which offers roof-top garden boxes where residents cultivate flowers, vegetables, and other edible produce, on the roof of this twelve-story building at the edge of Harvard Square.

Hoarding Intervention: HRI partners with Metro Housing Boston to provide one-to-one case management services to individuals living in hoarded or cluttered units. Case managers work closely with residents to gradually de-clutter units so that they remain safe and clean and will pass inspection. The organization offers this service free of charge to residents.