



## **Executive Search Specification**

### **Foundation Communities**



## **Chief People and Administrative Officer**

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## **OPPORTUNITY**

The Chief People and Administrative Officer is a new position for Foundation Communities. The selected candidate will have the opportunity to help a growing organization achieve excellence in human resources practices and administration. The position will help to build and sustain the infrastructure of the organization so that it can fulfill the mission to create housing where families and individuals succeed. The Chief People and Administrative officer will play a leading role in one of the most impactful and financially strong nonprofits in Austin, Texas. This position is a member of the executive leadership team of a very complex organization with multiple lines of business that require several centralized functions to operate. Cultivating those functions will present challenges and opportunities for professional growth.

The Chief People and Administrative Officer will have oversight of several different functional areas including Human Resources (HR), Risk Management, Safety, IT, Procurement, Diversity Equity and Inclusion (DEI), Internal Communications and Administrative Support. This is a high-profile position within the organization offering the opportunity to build a new portfolio and develop staffing that meets the strategic goals of the organization.

This is the perfect position for a mid to late career HR professional who is ready to expand their horizons past the traditional HR activities. HR experience is critical since this role includes oversight of the traditional HR functions as well as the design and implementation of employee recruitment/retention and training/development programs. The ideal candidate will be a mission-driven, innovative, self-directed leader with proven experience turning concepts into reality.

Foundation Communities is a great place to work with an outstanding working environment and a committed staff. This position offers an extremely competitive compensation package, and it has attractive benefits. The executive leadership team is high performing and leads an organization with over 450 employees. This is an opportunity to be part of a great and respected organization while serving with a team of dedicated employees doing meaningful, challenging work that really makes a difference.

At Foundation Communities, we are committed to equity, inclusion and respect for all people.

We stand with those who are speaking out against the deep disparity and racism that continue to plague our nation.

**Together we must  
confront the  
truth and work  
for change.**



## **ORGANIZATION**

Foundation Communities has been creating housing where families succeed since 1990. It is a local, homegrown organization that has become a nationally recognized nonprofit that



empowers low- and moderate-income families and individuals through quality affordable housing and tools to increase their health, education, and economic standing. Its model empowers low- and moderate-income Austinites to achieve stability and self-sufficiency. To achieve its mission, it focuses in four areas:



*M Station Apartments*

**Homes:** Foundation Communities owns and manages over 3,600 apartments across 25 properties in Austin and North Texas, providing quality affordable homes that are also green. It has 727 permanent supportive housing apartments where single adults who have chronic health problems and disabilities, have been homeless, or survive on fixed incomes receive intensive case management.

**Education:** Onsite Learning Centers give more than 600 children of working parents academic and enrichment support and a safe space to go when not in school. Adult education is also a priority and includes job and computer skills, ESL and GED classes, and digital and financial literacy.



*Learning Center at M Station Apartments*



**Health:** Residents and neighbors benefit from onsite exercise and nutrition classes, healthy food pantries, community gardens, and disease management/prevention services, as well as opportunities for social connectedness and community building.



*Skyline Terrace Apartments Health Fair*

**Finances:** Prosper Centers provide free Tax Help to 35,000+ low-income Central Texas households each year. Foundation Communities helps residents set and work toward financial goals through one-on-one financial coaching and other Financial Wellness programs. Finally, its Health Coverage program helps community members sign up for health insurance and use it to



*Prosper Center Financial Coaching*

access affordable care. It provides affordable, attractive homes and free on-site support services for thousands of families with kids, as well as veterans, seniors, and individuals with disabilities. It offers an innovative, proven model that empowers our residents and neighbors to achieve educational success, financial stability, and healthier lifestyles.

Based on a sustainable nonprofit model, approximately 80% of the Foundation Communities budget comes from the affordable rents that the residents pay which covers operating expenses for the communities. With a strong commitment to the environment, Foundation Communities invests in green building initiatives to save on operating costs, reduce residents' utility bills, and make their communities a better place to live. From the beginning, volunteers have been an important part of the Foundation Communities team. Today, over 2,500 volunteers annually make the programs possible.



*Capital Studio Apartments*

With an annual budget of over \$50 million and over 450 employees, Foundation Communities is a national leader in the affordable housing industry. It is a member of the NeighborWorks® America network.

## **POSITION**

The Chief People & Administrative Officer (CPAO) is responsible for the proactive and effective leadership of the organization's Human Resources department. This position's portfolio includes other administrative functions such as Information Technology, Risk Management, Safety, Procurement, and Administrative Support. This position also leads the organization's Diversity, Equity, and Inclusion initiatives and internal communication efforts.

Reporting to the Executive Director, the CPAO is a member of the 5-member Executive Leadership Team (ELT). Other members of the ELT are the Deputy Executive Director, Chief



Financial Officer and Chief Real Estate Officer along with the Executive Director. Current direct reports are HR Director, IT manager, Administrative Coordinator, and Safety Manager.

This position typically operates in an office setting, but occasionally requires travel to meetings in North Texas.

The duties of the CPAO include, but are not limited to:

- Develop HR plans and strategies to support the achievement of the overall organization's business objectives.
- Oversee and supervise the HR team to assure smooth operations of payroll, benefits and all other necessary HR administrative functions. Periodically review and update HR policies.
- Supervise and assist the HR Director as needed in wisely and ethically resolving difficult HR issues when they arise.
- Translate the growth strategy into workforce requirements. Develop workforce plans and programs that align with the organization's overall strategic objectives.
- Guide the implementation, use and security of technology and telecommunications throughout the organization. Oversee technology vendors and special projects with the assistance of Admin/IT coordinator or other staff as needed. Develop appropriate policies and procedures in regard to the use of the organization's technology hardware and software. Ensure that technology staff and vendors are selected, trained, and deployed with appropriate level of technical capabilities as well as service-oriented approach to the organization's team members.
- Provide valued leadership, trusted judgement and wise contributions to the work of the Executive Leadership Team and senior staff.
- Forecast talent trends by assessing the workforce's current capabilities. Periodically examine future labor trends and expected vacancies.
- Function as a strategic business advisor to the executive and senior management of each business unit regarding key organizational and management issues
- As an Officer and member of the Executive Leadership Team, provide thoughtful judgement on key issues that impact the organization and cross departments.
- Ensure regular and thorough assessments of organizational risk result in continuous provision of highest level of protection and security of organization employees, customers, visitors, and assets.
- Motivate and lead a high-performance team of direct reports.



*Daffodil kids with new backpacks*

- Address talent gaps by developing a formal plan to attract, recruit and retain talent and members of each department.
- Develop mentoring and coaching resources as a cornerstone to the management career development program.
- Work with the organization's ELT to establish a sound plan of management succession that corresponds to the strategy and objectives of the organization.
- Develop and implement comprehensive compensation and benefit plans that are competitive and cost effective for the organization.



*Foundation Communities Residents*

- Provide overall leadership and guidance to the HR function by overseeing external recruitment and talent acquisition, career development, succession planning, retention, training and leadership development, compensation, and benefits.
- Orchestrate learning skills and career development. Find the right mix of training programs to satisfy the organization's unique requirements. Key performance measures include high-potential turnover rate, and strength of employment brand.
- Work with the ELT to maintain and monitor bench depth/breadth ratio across the organization.
- Provide leadership to the staff DEI committee to make tangible progress on committee goals and the strategic plan goals to "Be Antiracist". Oversee any DEI consultants and training needed.
- Ensure workforce diversity is embraced and employees at all levels are educated about the value of diversity in the workplace.
- Lead and model the organization's continuous development and improvement of cultural values and attributes.
- Develop and implement comprehensive internal communication strategy to ensure effective two-way communication throughout the organization.
- Evaluate and look for opportunities to streamline or centralize procurement policies and practices across the organization.
- Ensure the adequacy and effectiveness of administrative support activities.

## **QUALIFICATIONS**

### **Professional Experience and Education**

The ideal candidate will have the following education, demonstrated experience and skills:

- Bachelor's degree in business, human resources, psychology, sociology, social sciences, counseling, or related field required. Experience may substitute for education.
- 10+ years of proven effective executive level experience developing and leading administrative human resources, risk management, technology and other administrative functions and teams.
- Experience developing and implementing recruiting, training, and professional development programs.
- Executive experience in a mission driven organization of similar size
- Excellent leadership skills
- Excellent written and verbal communication skills with ability to effectively collaborate with multiple constituencies to achieve goals.
- Critical thinking, collaboration, and problem-solving skills
- Ability to communicate with a variety of constituencies.
- Intermediate skills in MS Office-Word, PPT, Excel, and people services databases.



*Homestead Oaks Apartments*



The superior candidate will have the above plus the following experience:

- MBA or Masters' degree
- SPHR® or SHRM-SCP Certification
- 15+ years of proven effective executive level experience developing and leading administrative human resources, risk management, technology and other administrative functions and teams.
- Experience leading organizational exploration and change around Diversity, Equity and Inclusion (DEI) and in facilitating difficult conversations in a constructive and solution-focused manner.
- Knowledge of the funding, operations, and budgeting of similar organizations

### Personal Attributes

- |                              |                 |
|------------------------------|-----------------|
| • Leader                     | • Persuasive    |
| • Innovator                  | • Excellence    |
| • Integrity                  | • Self-Directed |
| • Mission Driven             | • Likeable      |
| • Outstanding Communicator   | • Organized     |
| • Team player                | • Presence      |
| • Teambuilder                | • Uniter        |
| • Negotiator                 |                 |
| • Enthusiasm/passion         |                 |
| • Resourcefulness/initiative |                 |
| • Intelligent                |                 |
| • High Energy                |                 |
| • Inspiring Leader           |                 |
| • Visionary                  |                 |
| • Conflict Manager           |                 |
| • Adaptable                  |                 |
| • Listening                  |                 |
| • Organizationally Aware     |                 |
| • Strategic                  |                 |
| • Hard Worker                |                 |



*Bluebonnet Studios Resident*

### Performance Expectations

Success during the first year for this position is defined as:

- The HR Director and HR team are on board by end of 2021 with continued smooth administration of core payroll, benefit and other HR functions.
- Develop a written plan and begin implementation by end of 2021 that identifies goals around staff development, recruitment and retention; training, mentoring and coaching efforts that will be facilitated by the HR Department.

- Clearly define and articulate role and function of the organization's DEI committee by early 2022. Work with the committee to establish specific and tangible DEI goals and methods for tracking progress. Lead ongoing DEI-focused learning, discussion, and actions among the organization's senior staff.
- Continue or improve systems of reporting on the activities related to risk management throughout the organization specific to incidents, safety training, insurance /workmen's comp claims, and emergency preparedness activities.
- Create a framework that details areas of staff responsibility and ownership of administrative functions related to main office, Prosper Centers, and all real estate facilities. This framework should include technology, phone systems, security, and relevant purchasing.

## **LOCATION**

This position is located in Austin, Texas. A city and region with significant media coverage regarding economic sustainability and viability, Austin has been named the #1 Best Place to Live by US News and World Report. Austin is the 11<sup>th</sup> largest city in the US and the 4<sup>th</sup> largest city in Texas. Austin is the fastest growing city in the US with over 100 people moving to the Austin metro area each day.



People are drawn to the Texas capital's music, outdoor spaces, and cultural institutions. Austin was established along the Colorado River on the edge of the Hill Country in 1839. Originally named "Waterloo," Austin remains rich in history, from the bronze statue of Stevie Ray Vaughan that greets visitors near the river, to the stately Capitol that anchors downtown, to the LBJ Presidential Library at the University of Texas at Austin. (Source <https://realestate.usnews.com/places/texas/austin>)

Austin is more than a great place to work and do business. On top of its thriving economy, it offers unmatched quality of life — for all kinds of people. That unique and engaging Austin character is built on a solid foundation. Austin is a community that offers reasonably priced housing, a safe environment, solid schools, healthy and charming neighborhoods, and big-city amenities at a small-town pace. It's no wonder so many people come to Austin "temporarily"

and end up staying. The gorgeous natural setting, in one of America's most uncommon landscapes, offers plenty of opportunities to get outdoors for fitness, recreation, and relaxation. But if you're more the indoor type, Austin also has a world-famous live music scene and equally exciting happenings in the creative and performing arts. In Austin, it's easy to make a habit of having fun. As Austin takes its place among the world's leading metro areas, its cultural vitality and lifestyle assets continue to grow. Sure, the region is always changing, but it is usually changing for the better. And you can always find your place in Austin—making friends and getting what you want out of life.



The Austin Parks and Recreation Department oversees approximately 20,000 acres of land containing 260 parks, 193 miles of scenic trails, 15 preserves (sanctuaries for native plants, native animals, and unique natural features), and 40 greenbelts (parkland on creeks and canyons). In general, all parks are open for public use each day from 5 a.m. to 10 p.m. unless otherwise posted.

Austin's expanding healthcare system rivals that of any major metropolitan area. Forty area hospitals, including one under construction, and a dedicated children's hospital, Dell Children's Medical Center of Central Texas, complement community clinical services of 4,393 direct patient care physicians. Even though Austin is one of the fastest growing metropolitan areas in the country, its physician-to-population ratio tops those of Dallas, Fort Worth, Houston, and San Antonio. Recent area medical center expansions bring the total number of licensed hospital beds to nearly 5,000. Choice of care providers is diverse. Ascension Seton, St. David's HealthCare, and Baylor Scott & White operate 22 of the region's 43 hospitals, with the remainder run by 16 different non-profit and for-profit systems. The Dell Medical School at The University of Texas at Austin, which enrolled its first class in 2016, will improve health in Travis County and throughout the country by training new physicians, providing treatment in a new teaching hospital, and conducting research to expand knowledge of medicine and medical technology. As part of a visionary partnership with Seton Healthcare Family and Central Health, a public healthcare district, a new \$295 million teaching hospital will be constructed adjacent to the new Dell Medical School. By designing these facilities concurrently within an integrated complex, the effort represents an unprecedented opportunity to create the best possible environment to respond to community needs and provide patient care.

Texas consistently ranks as one of the nation's most favorable business climates based on its low tax burden and competitive regulatory environment. In Texas, aggregate costs for real estate, energy, wages, and taxes are below most states in the country. Compared to other major business centers, Austin is well known for offering affordable living. The National Association of Realtors reports that the median single-family home price in Austin was \$437,900 in the first quarter of 2021, while the national median was \$319,200. The National Association of Home Builders, which also produces median home price estimates, has a



narrower difference between Austin and the nation for new home. Its 2021 estimate for Austin is \$325,928 with a national median of \$346,577. Texas features no personal or corporate income tax, and overall, the state has one of the lowest state and local tax burdens in the nation, ranking 40th among the 50 states in taxes paid per \$1,000 of personal income.

Austin made Forbes' list of "Best Education in the Biggest Cities" when evaluated using factors such as the high school graduation rate, the affordability of housing, and the best access to educational resources. Business and education leaders work together to support a shared vision and the future economic success of the region. That vision is now a reality thanks in part to a regional initiative, encompassing 15 school districts and 10 higher education institutions, designed to ensure that employers have the talent they need to power their companies' growth. (Source: 2018 Austin Economic Development Guide)



*Photo by Mitchell Kmetz on Unsplash.com*