



Position Profile

Avesta Housing
President and Chief Executive Officer



PRESENTED BY:

TALENT PARTNERS

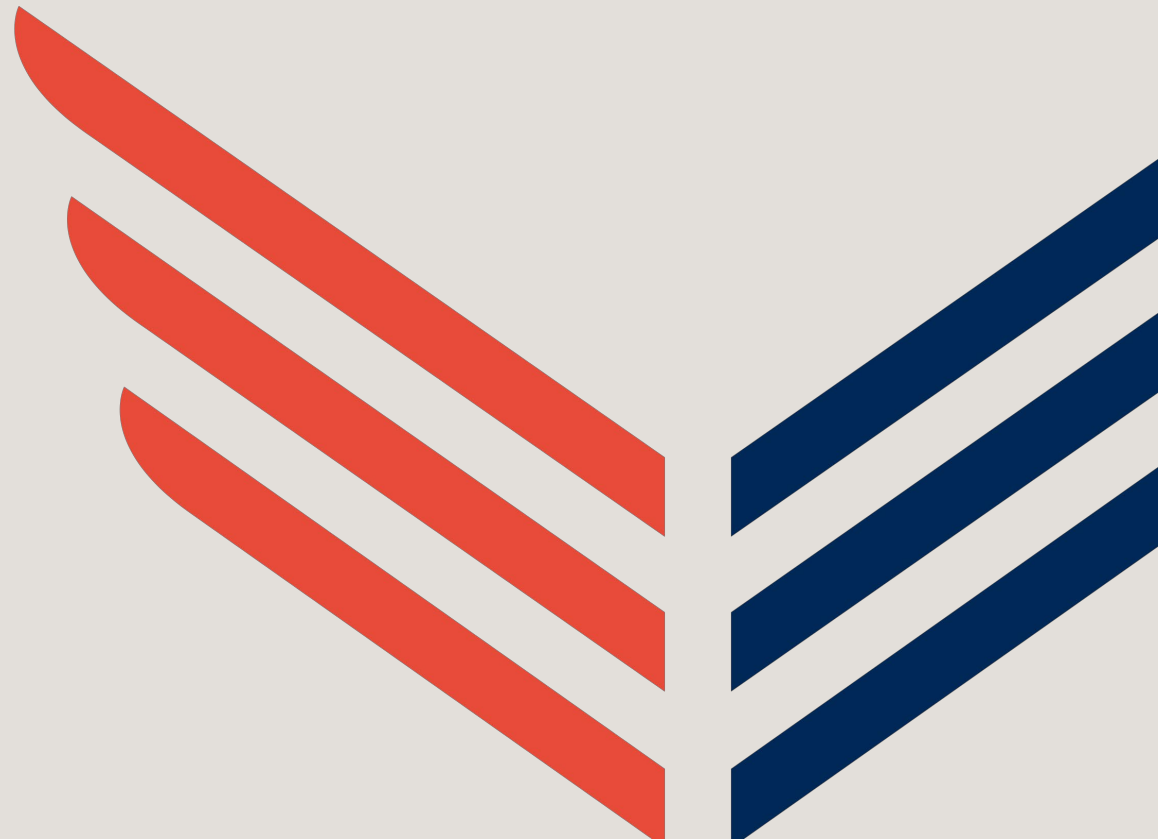


Table of Contents



| | |
|----|--|
| 3 | The Organization |
| 4 | What We Do |
| 5 | Who We Are |
| 6 | Avesta Housing by the Numbers |
| 7 | About Portland, Maine |
| 8 | The Candidate Profile |
| 9 | Position Description |
| 10 | Position Summary |
| 11 | Required Knowledge, Skills & Abilities |
| 12 | Other Desired Skills & Abilities |
| 14 | Essential Duties & Responsibilities |
| 16 | Measures of First Year Success |
| 17 | Education Requirements |
| 18 | Compensation |
| 20 | Client Search Committee & BroadView Talent Engagement Team |
| 22 | Contact & About BroadView Talent Partners |

The Organization



What We Do

Avesta Housing is a leading nonprofit, affordable housing organization and the largest in northern New England. Avesta was established more than fifty years ago with three staff members, determined to improve lives and strengthen communities. Today, it has over 320 employees and is headquartered in Portland, ME, a vibrant coastal city known for its excellent recreational opportunities, dining scene, arts, educational institutions, and business resources.

Avesta's founding principles are grounded in expanding access to safe, affordable housing and acting to address inequities in housing to provide a platform of opportunity for all genders, races, and people of all backgrounds. It focuses today on advocacy, development of affordable housing, property management, resident services, senior/assisted living, and homeownership counseling to strengthen communities and provide quality affordable homes for people in need. Avesta delivers on this through its experience in developing and managing a current portfolio of 100 properties, more than 3,000 apartment units and two assisted-living facilities, located in its footprint of Maine and New Hampshire.

Avesta has a current annual budget of \$62.3 million, total assets of \$437.5 million, and an 18-member Board of Directors who come from the financial, business, public-sector community, social-service, healthcare, education, and housing sectors as well as resident and community Board members.





Who We Are

Our mission is to improve lives and strengthen communities by promoting and providing quality affordable homes for people in need.

Avesta's core values are Humanity, Stewardship, Relationships, and Quality. Avesta has been forward-thinking in its approaches, including a program called "Housing First," which provides permanent housing to people who have experienced chronic homelessness. It has been thoughtful in assessing its future in the communities it serves and the opportunities it should pursue, including at intersections with healthcare. Healthcare is a significant employer in Maine, and housing and health are intricately related in providing opportunities to improve the quality of life for residents.

Racial Equity Pledge

Avesta has a responsibility as a nonprofit organization and housing provider to use our voice to fight racism in the community at large and within our own organization and residential properties.

We have prioritized building racial equity through self-reflection, learning, growth, action, and change, beginning with an examination of our policies and approaches.

Avesta Housing by the Numbers (As of 12/31/2024)



4,600

residents

\$19,945 resident
median income

30+
languages
spoken



3,100

homes

(apartment units)

100 total properties

40 cities and
towns served



320

staff

Established
in **1972**



\$437.5M

in assets

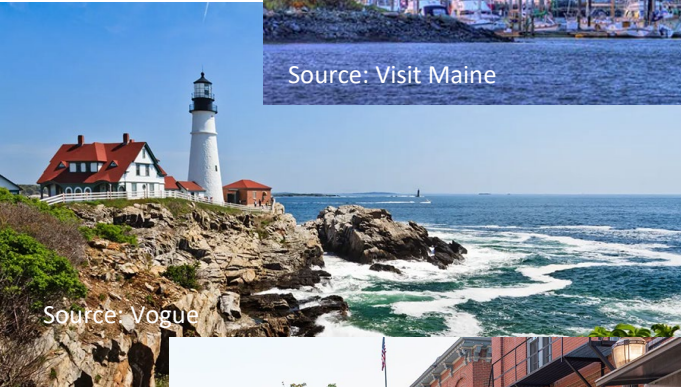
\$62.3M
budget

About Portland, Maine



Portland is the most populous city in Maine. Historically tied to commercial shipping, the marine economy, and light industry, Portland's modern economy primarily relies on the service sector. The Port of Portland serves as a major seaport in the New England area, contributing to the city's economic vitality.

The Greater Portland area has evolved into a hub for the creative economy, attracting artists, entrepreneurs, and innovators. This growth has brought significant cultural and economic benefits but has also led to gentrification in some neighborhoods, highlighting the complex dynamics of urban development.



The Candidate Profile



Position Description



Title: President and Chief Executive Officer



Organization: Avesta Housing



Reports to: Avesta Board of Directors



Direct Reports: Key direct reports to the President include:

- SVP of Finance and Administration
- VP of Advancement
- VP of Property Management and Resident Services
- VP of Strategic Initiatives
- VP of Senior Living
- Director of Real Estate Development



Staff: Over 320 employees



Location: Portland, Maine



Website: avestahousing.org





President and CEO Position Summary

The President and CEO will serve as the strategic leader of Avesta Housing, advancing its mission to improve lives and strengthen communities through safe, affordable housing and supportive services. Reporting directly to the Board of Directors, the President and CEO will guide the organization's philosophy and strategies, ensuring measurable community impact and long-term sustainability.

As the public face of Avesta Housing, the President and CEO will spearhead initiatives to address systemic housing challenges, expand affordable housing opportunities, and promote equity and inclusion across Maine and New Hampshire. They will build and maintain strong relationships with community partners, donors, and public officials to enhance Avesta's influence and secure resources for innovative programs.

The President and CEO will lead a high-performing team, driving operational excellence and financial sustainability while aligning efforts with the organization's strategic goals. They will prioritize transparency, collaboration, and trust to maintain and expand Avesta Housing's position as a recognized leader in the affordable housing sector. Additionally, the President and CEO will implement a comprehensive fundraising strategy to diversify revenue streams, expand philanthropic support, and strengthen Avesta's financial foundation for the future.

Required Knowledge, Skills & Abilities (“Must-Haves”)

Extensive Leadership Experience: The candidate must bring over 10 years of progressive management and leadership experience, including at least five years in a senior leadership role within commercial real estate, affordable housing, or related sectors like community development and nonprofit management.

Visionary Strategic Leadership: The candidate must have a proven ability to craft, articulate, and execute transformative strategies that deliver measurable growth, ensure long-term organizational sustainability, and create significant community impact. They must have a visionary mindset and be able to identify and pursue innovative growth opportunities while navigating dynamic challenges and fostering collaboration across diverse stakeholders.

Business and Financial Acumen: The candidate must demonstrate exceptional business and financial acumen, with expertise in managing multi-million-dollar budgets, audits, and asset portfolios. They must have a proven record of ensuring fiscal discipline, sustainability, and compliance with federal, state, and private funding regulations. Familiarity with financing structures involving multiple capital sources is highly desirable.

Fundraising Expertise and Donor Engagement: The candidate must demonstrate a proven track record in developing and executing comprehensive fundraising strategies, including securing major gifts, grants, and corporate sponsorships. They must possess the ability to engage and steward donors, cultivate philanthropic relationships, and identify innovative funding opportunities to ensure Avesta’s long-term financial sustainability.

Team Leadership and Culture Building: The ideal candidate will have a strong track record of cultivating, mentoring, and leading high-performing teams. They should excel at building trust, empowering staff, and fostering an inclusive, collaborative culture that emphasizes diversity, equity, and inclusion (DEI), as well as professional growth and employee engagement. It is essential that the candidate demonstrates the ability to tackle key challenges such as retention, leadership development, and creating a workplace that values diverse perspectives and backgrounds. The candidate should thrive in dynamic, fast-paced environments, effectively balancing operational priorities with mission-driven goals and inspiring confidence during periods of change.

Knowledge of Affordable Housing: The candidate must have a passion for Avesta’s mission and a healthy understanding of the organization’s business model including but not limited to affordable housing development and related financing mechanisms (e.g., Low Income Housing Tax Credits, HUD programs, and state housing authorities), property operations, resident services, and asset management.

Other Desired Skills & Abilities

Strategic Planning and Implementation: Demonstrated expertise in inheriting and refining strategic plans and translating them into actionable steps with flexibility for iterative, rapid-cycle planning.

Financial and Operational Expertise: Strong understanding of financial operations, budgeting, and performance metrics related to housing development, with the ability to identify inefficiencies and implement innovative solutions to improve financial performance and workflows.

Expertise in Property Operations Management: Expertise in overseeing critical aspects of property operations, including managing vacancy rates, minimizing collection loss, implementing capital improvement projects and developing effective refinance strategies.

Lead Development Fee Acumen: Knowledge of lead development fees and their application in real estate and housing development, with the ability to leverage these fees to identify, qualify, and secure new projects while managing key stakeholder relationships.

PR and Media Savvy: Credibility and poise to serve as a public-facing representative, effectively engaging with the media, participating in high-profile industry forums, and positioning the organization as a thought leader in affordable housing and community development. They must also have a track record of successfully advocating for favorable legislation and influencing public policy to advance the organization's mission.

Exceptional Relationship Builder and Collaborative Leader: Exceptional interpersonal and relationship-building skills, with a proven ability to foster trust, collaboration, and alignment among diverse stakeholders, including board members, donors, government officials, residents, and community partners. They must excel in navigating complex challenges, mediating conflicting priorities, and uniting stakeholders around shared goals to achieve meaningful, mission-aligned outcomes.

continued >

Other Desired Skills & Abilities *continued*

Innovative Growth Strategies: Proven ability to explore and implement innovative growth paths, including geographic expansion and consultative development services.

Risk Management and Mitigation: Expertise in identifying, assessing, and mitigating risks, particularly in uncertain political and economic environments.

Data-Driven Decision Making: Strong ability to use data and analytics to improve operations, inform decision-making, and measure programmatic outcomes.

Leadership Development and Succession Planning: A track record of mentoring internal leaders, creating a leadership pipeline, and aligning executive teams with long-term organizational goals.

Cultural Sensitivity, Humility and Team Collaboration: Exhibits humility and cultural sensitivity, fostering an understanding of community history and needs while promoting inclusivity, collaboration, and a supportive work environment that drives actionable results.

Assisted Living Operations: Knowledge of assisted living communities and partnerships between healthcare providers and senior housing operations, with awareness of how these partnerships address the unique needs of senior populations.

Technology Integration: Expertise in leveraging technology to enhance operational efficiency, improve resident outcomes, and drive innovation in affordable housing and assisted living; knowledge of Yardi is preferred but not required.

Essential Duties & Responsibilities

Strategic Leadership

- **Vision and Planning:** Spearhead Avesta’s visioning and strategic planning process in partnership with the Board of Directors and executive leadership team. Develop forward-thinking strategies and actionable roadmaps to ensure long-term organizational stability, growth, and enhanced impact in affordable housing.
- **Mission Alignment:** Embed Avesta’s mission into all organizational activities, driving programs and initiatives that prioritize affordable housing solutions for vulnerable populations, including seniors and rural communities.
- **Fundraising Strategy and Revenue Growth:** Develop and oversee a comprehensive fundraising strategy that aligns with Avesta’s mission and values, focusing on diversifying revenue streams through philanthropic support, innovative funding models, and strategic partnerships with donors and grant-making institutions.
- **Partnership Development:** Build and sustain high-value partnerships with donors, government agencies, financial institutions, healthcare providers, and community

organizations to expand Avesta’s influence, resource base, and impact.

Management and Operations

- **Cultural Leadership:** Cultivate a collaborative, inclusive, and accountable organizational culture. Inspire trust, transparency, and alignment across all levels of the organization — from site-level staff to senior leadership — ensuring each team member feels valued and engaged.
- **Team Development and Succession Planning:** Build, mentor, and sustain a high-performing executive team and staff. Champion professional development, create leadership pipelines, and implement strategies to reduce turnover and enhance staff retention.
- **Financial Stewardship:** Provide executive oversight of Avesta’s financial health by managing multi-million-dollar budgets, audits, and asset portfolios. Lead efforts to diversify revenue streams, secure sustainable funding, and ensure fiscal accountability and compliance with funding regulations.

continued >

Essential Duties & Responsibilities *continued*

- **Operational Excellence:** Leverage innovative technology platforms, such as Yardi, and best practices to enhance operational efficiency, staff satisfaction, and resident outcomes. Drive continuous improvement across all departments to maximize impact.
- **Transparency and Accountability:** Foster open, transparent communication both internally and externally. Build confidence and trust among stakeholders by ensuring alignment between Avesta's mission and its operational execution.
- **Community Engagement:** Serve as a bridge between Avesta and the communities it serves. Build trust-based partnerships with residents, local stakeholders, and community leaders to ensure that organizational strategies reflect their needs and priorities.
- **Public Policy and Advocacy:** Serve as Avesta's public-facing thought leader in affordable housing policy at local, state, and federal levels. Advocate for systemic changes that promote equity and affordability while effectively representing the organization with policymakers, the press, and industry stakeholders.

Community Advocacy and Industry Leadership

- **Sector Leadership:** Elevate Avesta's standing as a leader in affordable housing and senior living by actively engaging in national and regional industry conferences, coalitions, and forums. Position the organization as a pioneer and thought leader in addressing housing affordability challenges.
- **Government Relations:** Cultivate meaningful relationships with government officials and policymakers to advocate for affordable housing policies that align with Avesta's mission and ensure long-term support and funding.

Measures of First Year Success



Organizational Culture and Stakeholder Engagement

- Build trust and foster a collaborative, inclusive organizational culture that prioritizes accountability and professional growth
- Address key talent gaps through effective recruitment, retention, and leadership development, while cultivating meaningful relationships with donors, policymakers, and community leaders to increase visibility and support for Avesta's mission



Financial Stewardship and Fundraising Success

- Oversee Avesta's financial operations by presenting a balanced budget and allocating resources effectively. Identify opportunities for sustainable revenue growth through innovative funding models and expanded philanthropic support
- Optimize financial processes to support organizational goals while fostering transparency and accountability to build trust with stakeholders
- Develop and launch targeted initiatives to cultivate relationships with donors and grant-making institutions. Secure contributions that align with Avesta's mission and drive long-term sustainability and growth



Strategic Vision and Execution

- Conduct a comprehensive assessment of Avesta's current property and program portfolio, including evaluating facility integrity, analyzing the role and positioning of senior housing, and identifying potential opportunities or gaps for future growth
- Secure buy-in from the Board, staff, and external stakeholders, and establish measurable benchmarks to monitor progress and success
- Evaluate the current strategic plan to ensure it aligns with Avesta's mission and values, implementing adjustments as necessary to drive organizational growth, financial sustainability, and mission-driven impact



Advocacy and Leadership Positioning

- Reinforce Avesta's position as a recognized leader in affordable housing policy and thought leadership, shaping local, state, and federal housing policies to promote equity and affordability
- Expand Avesta's presence through active participation in industry forums, advocacy efforts, and media engagement, demonstrating measurable influence in advancing affordable housing initiatives and building Avesta's reputation as a trusted voice in the sector

Education Requirements



An undergraduate degree is required. An advanced degree in business, law, public administration, finance, urban planning, real estate, or a related field is desirable but not required.

Compensation

Avesta offers a competitive salary as well as excellent benefits and perks, including but not limited to:

Comprehensive Insurance Coverage

- Employer-paid medical and dental insurance for employees, with competitive options available for dependents
- Health Savings Account (HSA) option with employer contribution
- Medical and dependent care flexible spending accounts (FSA) available
- Employer-paid life, short-term, and long-term disability insurance
- Vision Hardware coverage available

Retirement Savings

- 401(k) retirement savings plan with an immediate vested employer match of up to 6%
- 457(b) retirement plan

Paid Time Off

- Generous earned time starting at 22 days in the first year and increasing with years of service
- 13 paid holidays annually
- Up to 8 weeks of paid parental leave for employees on FMLA

Additional Perks

- Professional development assistance
- Tuition reimbursement for qualifying post-secondary courses

**Avesta Housing has been named a
2024 Best Place to Work in Maine**



**Best Places to
Work in ME**

Client Search
Committee &
BroadView Talent
Engagement Team



Search Committee



Andrea Patstone

Regional President
Maine Health Coastal
Board Chair



Jim Hanley

President
The Wishcamper Companies, Inc.
Board Member



Peter Pitegoff

Professor Emeritus
Univ. of Maine School of Law
Secretary



Tim Agnew

General Partner
Bold Ocean Ventures
Treasurer



Renee Fay-LeBlanc

Chief Medical Officer
Portland Community Health
Center
Vice Chair

BroadView Talent Partners Team



Tracy McMillan
CEO & Managing Partner
mobile 484.994.9270
tracymac@broadviewtalent.com



Melania DaSilva Deaver
Principal
mobile 475.339.3704
WhatsApp +351 960.398.906
melania@broadviewtalent.com



Robyn Quinn
Vice President,
Senior Research Associate
mobile 610.304.3853
robyn@broadviewtalent.com



Donna Young
Operations Director
mobile 917.273.4755
donna@broadviewtalent.com



Elizabeth Keyser
Associate
mobile 203.349.0069
elizabeth@broadviewtalent.com

How to Apply:

Interested and Qualified candidates should contact Melania DaSilva Deaver at melania@broadviewtalent.com



Contact

OFFICE HOURS

Monday – Friday

07:00 AM– 7:00 PM ET

OUR ADDRESSES

500 Post Road East, 2nd Floor

Westport, CT 06880

175 S. Third Street, Suite 200

Columbus, OH 43215

GET IN TOUCH

Connecticut Office: (203) 651-8300

Ohio Office: (614) 484-9056

Tracy McMillan: (484) 994-9270

FOLLOW US

www.broadviewtalent.com

info@broadviewtalent.com

About BroadView Talent Partners

Founded in 2015, BroadView Talent Partners is a national executive search firm dedicated to placing exceptionally talented leadership in the non-profit, community development, affordable housing, association and middle market sectors. We provide clients with an unmatched national network, commitment to diversity, equity, and inclusion (DEI), and record of long-tenured placements.

