

Ohio Capital Corporation for Housing

Position Profile: President

The Opportunity

Ohio Capital Corporation for Housing (OCCH) is at a transformation moment—its long-time president of 26 years is retiring. The organization has a staff of 65 plus an additional 120 employees at its affiliated property management company. On average, the senior management team has more than 21 years of experience, including 19.4 years with OCCH. Since its inception in 1989, OCCH’s steady increase in portfolio growth has led to the financing of more than 45,000 units of affordable housing. OCCH is among the oldest housing credit syndication businesses in the country and the largest of regional funds in terms of equity raised and capital position.

OCCH has cultivated one of the strongest organizations in the housing credit syndication business with its senior management team longevity and strong performance of its portfolio. With the tenure of the senior management and their housing credit experience, OCCH is poised for new leadership that will direct and lead its growth plans for expansion of acquisition and syndication services with developers with whom OCCH has strong relationships.

The success of OCCH is built upon innovative partnerships. As the leader of this very complex organization, the new president will have the highest ethical and professional behavior necessary to maintain and capture the confidence of current and future investors, development partners, community partners, industry partners, trade associations, and property managers.

About OCCH

Ohio Capital Corporation for Housing, a 501(c)(3) nonprofit financial intermediary based in Columbus, Ohio, promotes the rehabilitation and construction of affordable housing by raising capital for investment, providing technical assistance, and asset management of its large portfolio.

OCCH invests in family, elderly, and special needs projects located in urban, suburban, and rural communities. Recent projects have included workforce housing,



housing for student parents attending college, and permanent housing for the homeless. OCCH primarily works in Ohio and Kentucky but has invested in other adjacent states on a limited basis based upon the needs of its development partners.

OCCH's core activity to fund its charitable mission is raising private capital from corporations for investment in affordable housing developments utilizing the Low-Income Housing Tax Credit Program (LIHTC). As a "syndicator" of these tax credit transactions, OCCH performs long-term asset management and related activities for its investors, developers, and property managers. Since its inception in 1989, OCCH has raised more than \$4 billion in private capital and made investments in over 45,000 units of affordable housing in 800 quality developments in Ohio, Kentucky, West Virginia, Indiana, and western Pennsylvania.

OCCH + Affiliates = Great Outcomes

Ohio Equity Fund (OEF): Since 1989, OCCH through its investor partners with the Ohio Equity Fund has raised more than \$4 billion in private capital for affordable housing. This is accomplished through multi-investor capital pools as well as proprietary executions with individual corporate investors.

Community Properties of Ohio (CPO) Management and Supportive Services:

CPO is in the business of revitalizing neighborhoods and impacting residents' lives. Currently CPO manages over 2,700 units of affordable housing. In addition, through its supportive services affiliate CPO Impact Corporation, CPO provides residents with a range of services designed to assist individuals and families reach their full potential. A current program, Columbus Scholar House, provides single-parent families with safe, affordable housing and services that support the adult while s/he finishes their education.



Ohio Capital Finance Corporation (OCFC): As a certified Community Development Financial Institution (CDFI), OCFC offers a range of loan products to OCCH development partners, including predevelopment, acquisition, and bridge financing. Since 2002, more than \$451 million has been loaned to housing developers to develop and preserve over 23,300 units of affordable housing.



Ohio Capital Impact Corporation (OCIC): As the philanthropic arm of OCCH, OCIC operates a number of grant programs. In 2017, millions of dollars were awarded to OCCH partners to fund creative programs that improve the health and quality of life outcomes for children, youth, adults, and seniors residing in affordable housing communities. Through these philanthropic investments last year, 775 children attended summer camp, backpacks

filled with school supplies were distributed to 1,000 youngsters, residents have received college scholarships, and hundreds of seniors participated in wellness programs offered at their affordable housing communities and elsewhere. OCIC is funded through a combination of OCCH’s organizational retained earnings and corporate investors’ contributions.

About the Position

In addition to leadership qualities, integrity, and a keen understanding of the industry, the new president must demonstrate a passion for the mission of OCCH: to advocate for and cause the construction, rehabilitation, and preservation of affordable housing. S/he is a visionary leader whose style is collegial, approachable, and flexible as well as direct and diplomatic. S/he understands the political environment at the local, state, and national levels and is savvy in managing those relationships.

S/he is adept at learning and developing relationships with OCCH’s development and investor partners as well as with other industry actors including state housing finance agencies. S/he will create a positive organizational culture through effective teambuilding, emotional intelligence, accountability, and sound decision-making. S/he will value facts and data and bring financial acumen.

The new president is highly committed to the continued improvement of lives by creating opportunities for affordable housing in communities throughout Ohio and beyond that result in safer neighborhoods, successful children and adults, and healthier communities.

Position Responsibilities

The next OCCH President will lead the organization in the following key functional areas.

Strategic Vision and Mission – Develop and articulate a vision and strategy for the organization’s future and mission. The president will lead the board and staff in establishing the vision; developing operating and business plans; and executing the plans to achieve the vision. S/he will ensure that the organization stays true to its mission and core principles.

Leadership and Management – Guide and lead an established, results-oriented leadership team and ensure that both near-term and long-term goals are established, measured, and achieved. S/he will

review organizational structure to ensure it is optimally aligned and that resources are in place to achieve stated goals.

Relationship Management – Develop, cultivate, and maintain strong relationships with OCCH investors, developers, corporate partners, housing finance agencies, elected officials, key stakeholders, and constituents.

Investment Strategies and Pipeline Management – Working with the Chief Investment Officer, determine projected investment yields to be offered to OCCH’s investors based upon the pipeline of projects secured by Development staff. As needed, participate in final negotiations with developers.

Raising Capital – Participate in securing corporate investors for OCCH financing activities. This includes participating in developing a marketing strategy and material, investor visits, and establishing relationships and credibility with existing and potential investors.

External Relations – Serve as a staunch advocate for the organization and the affordable housing industry. Participate and serve in federal, state, and local housing and community associations, industry groups, and boards. Represent the organization and the industry as a spokesperson, technical and policy expert, and leader.

Budget and Finance – Direct the organization’s financial strategy, financial planning, budgeting, and expense management. Mitigate financial risks with advice from the Chief of Staff and finance committee. Negotiate contracts and ensure that the organization’s resources are managed appropriately.

Board Relations – Partner with the board to achieve organizational goals. Provide direction to the board and key committees regarding strategy, policy, and approach. Support board governance.

Required Competencies and Attributes

- Experience and knowledge of **LIHTC**
- Background and experience with **real estate finance**
- Knowledge of **affordable housing** policy and programs
- Experience with **public policy**
- **Passion** for the mission; ability to lead with vision
- Extremely strong **strategic thinking and planning** skills; ability to establish **priorities, goals, and timelines**
- **Business acumen** and **finance** skills
- Very strong **leadership** and ability to **build and manage effective teams**
- Effective **interpersonal** skills with the ability to be **persuasive** with a variety of constituents
- Strong **listening** and **negotiation** skills
- Very effective **communication** skills (i.e., verbal, written, presentation)
- High-level and effective **problem-solving** and **decision-making** abilities
- Orientation toward **action** and **results** and strong **command skills**

- Fair and thoughtful approach to management, combined with the **flexibility** and **courage** to shift direction and consider calculated risks with new initiatives
- **Ethics** and **integrity** in all activities inside and external to the organization

Qualification Requirements

- A **Bachelor's** degree in Business, Finance, Public Administration or related field is required; an advanced is preferred.
- Significant experience (10+ years) in the **leadership and management of organizations** of related or comparable size and mission is required. Experience working directly in affordable housing, finance, and/or with LIHTC is highly desirable.

Application Process

Benefactor Group is honored to facilitate the search process with the OCCH search committee. To apply, please send cover letter and resume to: HR@benefactorgroup.com

For inquiries, please contact Ron Guisinger ron@benefactorgroup.com or Cathy Fynes Cathy@benefactorgroup.com

Candidates are urged to visit the OCCH website at www.occh.org

OCCH is an equal opportunity employer.

Life in Columbus

The position is located in Columbus, Ohio's capital and the state's largest city, with two million people in the metropolitan area. A vibrant place to call home, Columbus has acclaimed performing and visual arts organizations, entertainment and shopping for all ages, plentiful educational opportunities, collegiate and professional sports, and a variety of inviting neighborhoods. A workforce that is more educated than the national average fuels the Columbus economy. Intelligent Communities Forum named Columbus as one of the seven most intelligent cities in the world.



Columbus has a diverse population that is rich in family and community connectivity. It has active urban neighborhoods—such as German Village, the Short North Arts District, Olde Towne East, Victorian Village, and Clintonville—with unique housing, galleries and exhibition space, and shopping. The city includes many architectural landmarks, both historic and modern. And the metropolitan region has established and growing suburbs with many options for primary and secondary education, a wide variety of housing stock among the most affordable in the Midwest, and a metro park system with thousands of acres of recreational land and waterways.

Central Ohio also boasts the Columbus Zoo and Aquarium, voted the favorite zoo in America by USA Travel Guide; COSI Columbus, the number one science center in the country for families according to Parents magazine; the nation’s most highly rated public library system; recently recognized by Money Magazine as one of the Best Big Cities in America; and recognized as a Smart City with the award of \$50 million to modernize its transportation system.

The region has some of the top public schools in Ohio, as well as a number of independent and parochial schools. In addition to the expansive educational and employment opportunities provided by The Ohio State University and 18 other local institutions of higher education, Columbus is also home to a multitude of companies in banking, insurance, technology, healthcare, retail, and food services industries.

Columbus’ art scene is bursting with independent artists, professional troupes, and artists-in-residence, leading it to be named one of the “30 Most Fun Places to Live” in the country by US News & World Report, and one the “17 Must-Visit Destinations in 2017” by Expedia. Shadowbox Live is America’s largest resident theater company, The Pizzuti Collection is recognized as one of the top art collections in the world, the Wexner Center for the Arts offers three rotating contemporary art exhibitions a year, and the Columbus Museum of Art creates great experiences with great art for everyone.