



Chief Development Officer  
Habitat for Humanity Greater San Francisco  
San Francisco, CA  
<https://www.habitatgsf.org/>

*Send Nominations or Inquiries to:*  
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## ***The Opportunity:***

Habitat for Humanity Greater San Francisco is seeking a Chief Development Officer to lead its Development and Marketing team. The incoming CDO will partner with and work closely with the CEO and the Board.

This is an exceptional leadership role for an experienced senior-level professional to join a successful team that is poised for growth. The new CDO will bring solid capital campaign and major gifts experience, a proven track record building a team of professional fundraisers, and have the maturity and gravitas to interact with business and nonprofit leaders.

## **Introduction**

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The Bay Area's rapid economic boom has impacted many communities and neighborhoods, especially those that have been there for generations and have been historically underserved. Across the Bay the demographics, economic status, and access to community assets is not equal. In traditionally marginalized neighborhoods this impact is growing worse each day. Of those who remain, younger generations can't afford to buy a house and the older generations can't afford to keep up houses that have been in their families for decades.

## *The Case for Homeownership:*

The [Bay Area's counties](#) lead the most expensive jurisdictions to live in the country and the backbone of the U.S. workforce is suffering the devastating consequences. With nearly 83% of Bay Area renters planning to leave the region, residents are clamoring for solutions. The homeownership rate in California sits at its lowest level since



World War II. And, the median price for a Bay Area home is \$742,000, up 11.6% from just last year. Desperately searching for affordable housing, about 170,000 people a day drive from communities outside the Bay Area into the nine-county region. Last month, the Bay Area lost 4,700 jobs, making it the worst month for employment locally since February 2010. Economists attribute the job loss to the lack of affordable places for workers to live.

While the low- and moderate-income workforce have high housing cost burdens, they earn too much for The City's federal and state-subsidized, very-low-income rental housing. They're stuck in the middle with few options. Families are getting pushed further out. Longer commutes to work and school are becoming unsustainable. A region that was once known for its rich culture and diversity has become dismantled with gentrification and displacement, pushing out long-time residents who have always called this region home.

- **Model** — HHGSF has a unique funding model that is different from any other affordable housing provider. Habitat's 0% interest/\$0 down payment model of homeownership has provided local families a chance to build home equity and share in the American Dream. At the time of move-in, a Habitat family's total housing payment — including mortgage, homeowner's insurance, property taxes, and HOA fees — are capped at 30% of their annual income.
- **Bridging the Gap** — Habitat Greater San Francisco is the only provider of affordable homeownership opportunities for families who make anywhere from 40% - 80% of the area median income range, which is about \$69,000 a year for a family of four. In this income range, you can find educators, administrative assistants, and construction workers in Marin, San Francisco, and San Mateo counties. These are the families, already mentioned, that have high housing cost burdens, yet earn too much for The City's federal and state-subsidized, very-low-income housing.

Habitat for Humanity Greater San Francisco's model is a critical piece to the complex affordable housing crisis. Habitat makes homeownership accessible to low-income families that would not otherwise be possible. Affordable homeownership provides a long-term solution that sticks. Longtime residents who make up the area's essential workforce can plant roots, stay in their beloved community, and thrive.

## ***The Neighborhood Revitalization Program:***



As an organization, Habitat for Humanity Greater San Francisco already understands the value of homeownership for building equity. The Neighborhood Revitalization home repair program seeks to ensure that these same benefits can continue to be enjoyed by elderly, cost-burdened, and otherwise high-need homeowners at risk of being displaced from their homes.

A homeowner receiving home repair services through the Neighborhood Revitalization program is a retired teacher, nurse, postal worker — all of whom own their homes but are living on very low fixed incomes. They cannot afford to hire the help they need to replace rotting stairs or clear out overgrown and unusable backyards. Every day, they are waking up to peeling lead paint or looking out through cracked windows and worrying about what they will do when that stair finally gives, the roof leaks, or the city red tags their home because of necessary repairs.

In these areas of high need, it is vital to stabilize the long-time homeowners who remain if the impact of the tide of displacement is to be stemmed. Habitat for Humanity Greater San Francisco has chosen to expand services in Bayview and East Palo Alto through its Neighborhood Revitalization program. By mobilizing its volunteer base, HHGSF works to provide critical home repairs to long-time homeowners, beautify the surrounding parks, and rehabilitate the community centers homeowners rely on. This work helps ensure that Bayview and East Palo Alto residents are getting the same health, community, and quality of life benefits as people living in more affluent parts of the Bay Area.

## ***Volunteerism:***

Habitat for Humanity Greater San Francisco envisions a Bay Area not just where more families can access affordable and sustainable homeownership, but where all people are more closely connected to each other, fully mindful of the fact that their fates and that of their neighbors are not separate. And the organization believes in the virtue of hard work to get to that place.



Habitat volunteers are the main drivers of this vision, putting in the manual labor to take on the tasks central to its mission: building homes from the ground up, providing critical repairs for long-time homeowners, beautifying local parks, sourcing and selling reusable furniture and housewares, and much more. By putting in that labor, often alongside the homeowners and community members HHGSF directly serves, volunteers organically grow a stronger, more vibrant community that facilitates understanding, empathy, and action for a brighter future for all.

## Impact

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Habitat for Humanity Greater San Francisco thinks in terms of people, not about units constructed or revitalized. A home is more than just a place to live, more than just a roof over head. A stable, affordable home is a springboard to a brighter, more vibrant future for a family. This is what Habitat provides by building homes for first-time homebuyers. The anchor of generational impact means envisioning a Bay

Area where working families have financial stability and the ability to save for a future they want, where children have educational stability and the added support to succeed, and where homeowners feel empowered to remain engaged in their community.

Research has found that children of homeowners do better in school (higher test scores and lower anti-social behaviors). Homeowners are more likely to be involved in community civic engagements, local elections, and volunteer work compared to renters. Health outcomes are also better with homeowners.

National research has been validated by Habitat Greater San Francisco's own research. It has conducted a comprehensive survey of its homeowners that revealed the positive generational impact a Habitat home has on the entire household and local community.

HHGSF found that:

- 83% of Habitat homeowners are putting money aside for at least one savings goal;
- 65% of young adults helped by HHGSF are in school or have a college degree; and
- 75% of its homeowners volunteer at least once a year — more than double the regional average.
- To date, HHGSF has built 248 homes in 10 cities across San Francisco, Marin, and San Mateo counties. Learn more about some of those projects: [Recently Completed Homes](#).

In 2016 - 2017 alone, working in a new partnership with a nonprofit developer, Habitat for Humanity Greater San Francisco built 28 new single-family homes — Habitat Terrace in San Francisco's Ocean View neighborhood. It also completed its very first new development in Marin County welcoming 10 families to their new homes at Mt. Burdell Place in Novato. Never before has the organization completed so many new homes in a single year.



Also in 2016 - 2017, Habitat Greater San Francisco greatly expanded its Neighborhood Revitalization efforts in East Palo Alto and San Francisco's Bayview by doubling down on its blitz-style Building Blocks events.

Please read more about these and other accomplishments: [Annual Report](#).

## Position Overview – Chief Development Officer

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HHGSF is seeking a talented executive who is skilled in developing and implementing successful, cost effective marketing and fundraising strategies that evoke passion about helping achieve HHGSF's mission.

Reporting to the Chief Executive Officer (CEO), the Chief Development Officer leads and manages all fundraising efforts of the organization to support and create public awareness of HHGSF's home building programs in the tri-county region.

The Chief Development Officer fosters a culture of philanthropy and volunteerism and provides visionary leadership while ensuring the execution of highly robust and efficient systems and procedures that support fund development. In addition, this role leads the philanthropic process and ensures that agency-wide philanthropy and fund development are carried out in accordance with the organization's values, mission, vision, and strategic plans.

This position is an integral member of the executive leadership team; executing fundraising and managing a highly collegial, collaborative, mission-driven environment guided by intelligent development planning, metrics, and direction. As the major revenue driver for the organization, the Chief Development Officer will maintain close connections with internal financial leaders and Board Committees.

## Essential Functions of the Role

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### *Fundraising:*

- Serve as the lead strategist, designing and implementing organizational-wide development activities that advance the mission of Habitat for Humanity Greater San Francisco.
- Increase funding for HHGSF programs by developing, implementing, monitoring, and evaluating long-range strategic marketing plans and development programs to generate funds for the budget and the comprehensive capital campaign.
- Serve as lead fundraiser for the comprehensive capital campaign (currently in quiet phase) and partner closely with CEO and Board to implement the next five years of this campaign.
- Create and implement state of the art strategies to be executed by the Director of Development and the team for cultivation and stewardship of all donors, asks, annual fundraising events and appeals, annual giving and major gifts, and foundation and corporate partnerships.
- Create funding pathways to support the continued growth of HHGSF's programs.
- Collaborate with the Development Director to improve HHGSF's external communications technologies, including digital marketing, online community building, and deep analytics capabilities.
- Develop and approve annual fundraising projections based on historical performance, current capabilities, and future economic trends.
- Oversee, in collaboration with the Director of Development, the development of written plans, goals, and strategies for achieving projected annual operating funds. Provide monthly analysis of progress toward annual fundraising goals.
- Oversee development strategy efforts in online fundraising, crowdsourcing, donor stewardship, gift entry and acknowledgement, database management, and donor research.
- Create, cultivate, and maintain select important relationships with high target donors, including identification, strategy development, cultivation, solicitation, data tracking, and stewardship.
- Continually research and bring forward strategies to diversify funding.
- Collaborate with Board members, Board committees, and staff on locating and cultivating funding opportunities.
- Verify compliance with all relevant regulations and laws, maintain accountability standards to donors, and ensure compliance with code of ethical principles and standards of professional conduct for fundraising executives.
- Prioritize program and organizational funding needs by working closely with the CEO and management team.
- Manage and cultivate existing relationships to expand programmatic opportunities and revenue streams.
- Approve the annual budget for the Development department and activities departments.
- Collaborate with marketing and PR departments to ensure that fundraising and promotional strategies are consistent with HHGSF's organizational branding, values, and communication objectives.

- Publicly represent Habitat for Humanity Greater San Francisco at meetings, conferences, and with external constituency groups, including community, government, and private organizations, building excitement for its funding/mission expansion.
- Participate and attend community, statewide, and national events to establish strategic relationships for potential funding.

## ***Staff Development and Leadership:***

- Lead teams with operational efficiency and effectiveness that is demonstrated by quantitative metrics and accountability.
- Direct organizational efforts to develop effective and best in class giving programs, including sponsorship, direct marketing, planned giving, major gifts, donor acquisition, foundations, corporations, special events, donor recognition, and acknowledgement.
- Provide leadership and vision for the Fund Development department by setting goals and objectives that are challenging and consistent with organizational targets.
- Utilize deep development experience, strategy, and team-oriented management to harness and benefit from the unique skills each team member brings to Habitat for Humanity Greater San Francisco's mission.
- Exemplify leadership within the organization by contributing professional expertise as an active member of the management team.
- Mentor, coach, and develop staff using a positive, supportive, and collaborative approach: assign accountabilities; set objectives; establish priorities; and monitor and evaluate performance and development results.
- Promote a culture of high performance and continuous improvement that values learning and a commitment to quality.
- Foster interdepartmental collaboration, share knowledge, communicate transparently, and be accountable and committed to the highest ethical standards.
- Ensure staff members receive training and development in a timely and appropriate manner; assess and review department staff, and make recommendations for changes as needed.

## **Qualifications**

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- A true passion for Habitat for Humanity Greater San Francisco's mission, and strategic capacity to grow funding pathways and drive awareness for Habitat Homeownership and Neighborhood Revitalization programs.
- A proven track record of successes leading strategic program/business growth through the creation and implementation of technology driven and engaging marketing and development programs.
- 10+ years of experience in fundraising/marketing in a leadership capacity.
- Experience leading successful, comprehensive, and strategic fundraising or related programs.
- The ability to lead strategic advancement programs, such as donor acquisition, sponsorship, planned giving, major gifts, direct mail, and grant writing.

- Experience in leading or overseeing a major capital campaign throughout all phases to completion.
- Experience working with foundation and corporate partners, including identifying prospects, cultivating and stewarding relationships, and overseeing the strategic development of proposals.
- Prior experience effectively managing, mentoring, and motivating teams across a variety of development, creative, marketing, and operations functions.
- A Bachelor’s degree in marketing, communications, philanthropy, or related field.
- Strong financial management and budgeting skills.
- Comfort with interacting and engaging a diverse set of stakeholders with respect and sensitivity, including senior executives, staff, volunteers, all types of donors, and vendors.
- The ability to build strong relationships, both internally and externally.

## Development Overview

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On an annual basis, HHGSF raises \$4 million. Approximately \$2 million is generated from individual support; corporate and foundation support raises \$1.1 million; and the remainder is raised through grants, events, and in-kind support.

Habitat for Humanity Greater San Francisco is in the midst of a \$40 million growth campaign, *Framing the Future Now 2015 - 2022*, that will unlock \$160 million from other diverse funding sources. This bold plan will invest in revitalizing local neighborhoods, addressing the critical need to house the Bay Area workforce, and bringing financial stability to thousands of local working families living in Marin, San Francisco, and the Peninsula. To read more about the campaign: <https://lllsearches.box.com/v/HHGSF-GrowthCampaign>

### **Leadership:**



**Hilary Billings**  
***Chair of the Board***

Hilary is currently a Principal of Billings Brand Development, an independent brand strategy advising firm specializing in creating lifestyle brands. Her projects include developing new brands and brand extensions for large companies, such as Walmart, Crate & Barrel, and Hallmark, as well as defining brand strategies for startup companies such as Minted, Hayneedle, and Pinkberry. Hilary has 25 years of experience in retail and hospitality branding, including as Chairman and CEO of RedEnvelope and in senior roles for Starwood Hotels and Williams-Sonoma, Inc. She has served on several for-profit Boards, including for public companies such as Peet’s Coffee & Tea and Design Within Reach. Hilary holds a Bachelor of Arts in Art History and English from Brown University.





**Maureen Sedonaen**  
**Chief Executive Officer**

In August 2016, Maureen became Habitat for Humanity Greater San Francisco's Chief Executive Officer. She brings over 30 years of leadership experience and as CEO, Maureen's first priority has been to execute the organization's ambitious growth plans to double homebuilding efforts by 2025.

Prior to Habitat, she served as a consultant and advisor for various nonprofits, government initiatives, and other businesses. Previously, Maureen was the President and CEO of Goodwill San Francisco, overseeing all administrative, policy and fiduciary functions of the social enterprise. Before joining Goodwill San Francisco, she worked for Revolution Foods as Regional Vice President, overseeing business development and operations. Maureen also founded and served as President and CEO for The Youth Leadership Institute for 20 years. She serves on the Board of Directors of The Marin Community Foundation, The Center for Volunteer and Non-Profit Leadership, and Youth Leadership Institute.

Maureen was named one of *San Francisco Business Times*, "Most Influential Women in Bay Area Business" in 2015 and 2019. She has an MBA in Strategic Leadership from Dominican University.



**Jen Wilds**  
**Chief Financial Officer**

With more than 20 years of finance and operations experience Jen is responsible for financial management and strategy at Habitat Greater San Francisco. Prior, Jen served as Vice President of Finance at Hotel Tonight, leading finance, accounting, and IT functions. Previously, she served as the Senior Vice President of Finance for CBS Interactive. In her role, Jen led a team responsible for forecasting, budgeting, and pricing for more than 35 online brands. Before CBS Interactive, she began her career as an analyst for Capital One Financial Corporation in

its Marketing & Analysis and Operations groups. Jen has an S.B. in Mechanical Engineering from Harvard College and an M.B.A. from the Stanford Graduate School of Business.



**Erin Colton**  
***Director of Construction***

With over 16 years of construction leadership and experience with Habitat Greater San Francisco, Erin is one of the most senior team members at HHGSF.

As a former AmeriCorps and current Director of construction, Erin has worked on over a dozen multi-family home developments for Habitat, building over 100 homes for families.

Representative projects include:

- Mount Burdell Place, 10 single-family homes, Novato;
- 7555 Mission St., 36 units, Daly City;
- Whitney Young Circle, 7 units, San Francisco;
- DeLong Terrace, 12 units on 4 parcels, San Francisco; and
- 1009 Mission St., 8 units, San Francisco.



**Peter Dunne**  
***Vice President of Real Estate***

Peter Dunne is the Vice President of Real Estate, where he oversees the real estate development process including acquisitions, entitlements, and high-level management of the project management and construction management teams. During his 25 years' experience in the housing industry, he has held key roles in the development or financing of over 100 housing projects resulting in the production of more than 14,000 homes. He is well versed in the full range of housing types, from suburban green field development to high density urban infill. A San Francisco native, Peter earned an MS in Real Estate

Development from MIT and a BA in Economics from CU Boulder. He holds a LEED AP designation and a California General Contracting license.

## ***Background Checks:***

Prior to submitting your resume for this position, please read it over for accuracy. Lindauer does verify academic credentials for its candidates and our clients frequently conduct background checks prior to finalizing an offer.

To learn more, call  
Libby Roberts, Senior Vice President at  
617-262-1102, ext. 225  
or send nominations or cover letter and resume to  
[lroberts@LindauerGlobal.com](mailto:lroberts@LindauerGlobal.com).

All inquiries will be held in confidence.



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