

# CHIEF FINANCIAL OFFICER



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**CLIENT:** National Housing Trust  
**ROLE:** Chief Financial Officer  
**LOCATION:** Washington, DC  
**REPORTS TO:** CEO  
**WEBSITE:** [www.nationalhousingtrust.org](http://www.nationalhousingtrust.org)



**SITUATION OVERVIEW:**

ZRG has been engaged to recruit a **Chief Financial Officer** for National Housing Trust. By bringing resident services, lending, policy, energy solutions, and real estate development and ownership under one roof, National Housing Trust ensures that everyone – everywhere – can be proud of where they live.

**ABOUT NATIONAL HOUSING TRUST:**

National Housing Trust works so everyone everywhere can be proud of where they live. That starts with home. The US faces a shortage of nearly seven million homes accessible to lower-income residents, and existing affordable housing is vulnerable to age, climate disaster, and expiring regulations. Without immediate, coordinated efforts to preserve existing homes and build new ones, families will be trapped in poverty and instability.

**National Housing Trust Offers Solutions**

The NHT team of passionate experts and advocates brings resident services, lending, policy, energy solutions, and development under one roof to make real change possible for the people they serve.

**What They Do**

Their mission is to create and preserve affordable homes to provide opportunity, advance racial equity, reduce economic disparities, and strengthen community resilience through practice and policy.

**What They Work For**

A country where all people to have affordable, safe, and sustainable homes that allow them to thrive unburdened by the harmful effects of climate change, racism, and systemic barriers to opportunity.



**\$182M**  
 INVESTED IN AFFORDABLE HOUSING DEVELOPMENT & PRESERVATION

REDUCED EMISSIONS BY  
**330,946**  
 METRIC TONS

**4,200+**  
 MULTIFAMILY HOUSING UNITS IN OUR PORTFOLIO

HOW THEY DO IT



**Real Estate Development & Ownership**

They're adding new affordable housing and ensuring existing housing doesn't slip away.



**Community Outreach & Impact**

They provide services and nurture relationships to help residents build stability and community.



**Lending**

They provide creative capital to get projects of peer owners around the country off the ground and over the finish line.



**Policy Innovation**

They identify and help implement policy solutions to advance more sustainable, equitable, and affordable housing.



**Energy Solutions**

They're creating cheaper, cleaner energy for their residents and for people who live in affordable housing across the country.



**IMPACT**

National Housing Trust strives for a world where everyone has access to affordable, safe, and sustainable homes, free from systemic barriers based on discrimination.

To date, NHT has created or preserved over 19,400 affordable housing units, have closed over \$134 million in financing for affordable housing development, and installed over 13 megawatts of solar generation, helping reduce emissions by over 330,000 metric tons. NHT has also positioned itself as a thought leader on current policy issues such as the Inflation Reduction Act, Right of First Refusal (ROFR), and tenant ownership.

This dedication shows in the impact they have made on communities across the US:



**Affordability**

Secure healthy, stable, efficient homes so that all people have adequate resources for other essential needs.



**Sustainability**

Create opportunities for all people to equitably benefit from the health, economic, and climate benefits of resilient and sustainable affordable homes.



**Racial Equity**

Systemic racism has prevented many Black and Brown people in the US from achieving adequate and affordable housing. As a core value for their organization, NHT works to not just meet the immediate needs of these underserved communities but to also change the infrastructure that perpetuates inequality. NHT's commitment to advancing racial equity permeates how they conduct themselves as an organization and the impacts they strive to achieve.



**Opportunity**

Leverage affordable housing to reduce barriers so lower income people of all races and marginalized identities can flourish.

## Financing

Each of NHT's impact areas is financed with a complex capital stack that the CFO will help inform. Sources regularly include:

- Predevelopment loans;
- Program related Investments (PRIs);
- Lines of credit;
- Enterprise loans;
- Construction loans;
- Permanent financing;
- Bridge loans;
- Cashflow notes;
- Restricted grants;
- General operating support.

Learn more about National Housing Trust's Impact [here](#).

## POSITION:

The **Chief Financial Officer (CFO)** is one of several core reports to the CEO, Priya Jayachandran, and will be a key member of the Senior Management Team. Other Senior Management Team members include Managing Director for Policy and Solutions, Managing Director of Lending & Innovation, Managing Director of Community Outreach and Impact, and Managing Director of Real Estate.

Currently, the CFO has two direct reports: the Director Real Estate Accounting and Director Corporate Accounting, Treasury and FP&A. The Finance Department has a total of nine staff, including the two direct reports. The board recently approved the addition of three additional finance staff positions to assist in reporting and accounting.

## POSITION DESCRIPTION:

### Financial Accounting and Reporting

With support from the Directors of Corporate Accounting and Real Estate Accounting, lead the accounting and reporting function for the company:

- Oversee general accounting operations, including payroll and benefits, A/R, A/P, etc.;
- Establish and maintain appropriate internal controls as well as overall corporate compliance;
- Provide quarterly and annual financial reports and forecasts to outside investors and funders as well as Senior Leadership and the various Boards;
- Ensures that all payouts, and distributions are timely and in compliance;
- Oversee annual financial audit and independent auditor relationship;
- Oversee all tax returns and compliance with applicable tax requirements;
- Prepare for and participates in quarterly investor calls;
- Work directly with the Finance and Audit Committees of the Board.

### Financial Strategy, Management, and Planning

- Partner with the CEO and the Senior Leadership Team on strategic direction and initiatives, providing leadership and advice on financial strategies that will further the mission of the organization;
- Oversee the financial management of the company;
- Manage annual budgeting process, including Annual Business Plan, the ongoing Strategic Plan, and NHT Corporate Goals;
- Manage the firm's corporate financial model, including financials, cash flow and cash requirements, and multi-year business forecasting and scenario planning;
- Be accountable for treasury management, including managing operating cash funds, hedging, and decisions on cash flow funding;

### Corporate and Property Financing

- Help manage third borrowing relationships;
- Be accountable for joint venture negotiations and restructurings;
- Ensure all loans and other financial obligations are paid on a current basis and all loan and regulatory covenants are in compliance;
- Negotiate and close debt instruments to maximize opportunities and lead loan renewals and refinances;
- Provide expert and easy to understand technical advice to all staff members involving accounting, cost certifications, accounting consolidations, corporate finance as it relates to NHT and real estate development, along with the Low Income Housing Tax Credit Program, State Tax Credits, Solar Tax Credits, bond financing, grant programs, and the closing and equity harvesting process for apartment transactions;
- Support the Real Estate Development Team by ensuring that the proper internal and external resources are available to support the company's development activities;
- Ensure internal collaboration of asset management, services, and development teams.

### Capital Relationships:

- Manage organization's Investment Policy and Investment portfolio including collaborating with third party advisors on investment choices and regular monitoring
- Oversee and participate in the organization's efforts to raise capital for the company; help think through capital markets strategies; help raise funds from existing and new investors;
- Assist in relationship management with investors and key capital relationships;
- Maintain presence externally in the field through participation at industry conferences, outside organization committees, including as a leader in affordable housing and as an active member of CFO Strength Matters Working Group;
- Manage and maintain relationships with government and industry partners;
- Manage CRA reporting requirements for NHT's investors.

### Service Partner to Operating Businesses

- Develop and manager Customer Service culture within Finance and Accounting teams
- Support Managing Directors and their teams consider and execute financing plans for their businesses consistent with entire organization
- Troubleshoot finance and audit challenges with peer leaders

### Client and Transaction Advisory

- Bring a capital markets perspective, alongside the CEO and transaction team, to help the organization think through their balance sheet strategies and identify how NHT can structure debt and equity financing to strategically leverage a client's business.

### Overall Corporate Leadership

- As one of the senior leaders within the company. The CFO is a key advisor to the CEO and a leader who is expected to advise the overall business, not just on their specific areas of responsibility but holistically about the business. As one of the senior officers of the company, this person will be active externally within the industry to understand and share best practices and to proactively seek opportunities for the organization's growth.

### QUALIFICATIONS:

#### EXPERIENCE

Minimum of 15 years of progressive experience in real estate accounting or finance.

#### EDUCATION

Bachelor's degree; MBA and/or CPA preferred.

### SKILLS

- Five years of prior experience as a Chief Financial Officer or senior member of a finance department of a multi-state, multi-regional real estate company with multiple subsidiary corporations and partnerships with a significant, comparable asset base and annual operating budget; experience with large, multi-state, multifamily real estate finance and development organizations preferred;
- Demonstrated experience partnering with a CEO to lead and successfully execute strategic initiatives, business development, and organizational change through exceptional project management skills;
- Relevant finance and accounting knowledge:
  - Demonstrated record of success in prior financial positions, having produced results within a large complex real estate company;
  - Demonstrated experience managing complex audit and tax filings and the associated internal processes;
  - Demonstrated experience with formulating and implementing organization-wide financial policies.

- Relevant real estate and nonprofit knowledge:
  - Demonstrated experience and knowledge of federal housing programs and regulations, tax exempt bond financing, and the LIHTC program;
  - Experience structuring complex financing transactions, including bonds, debt, equity, working capital, and lines of credit;
  - Strong knowledge and experience working on accounting, tax, and legal aspects of real estate partnerships, non-profit safe-haven rules, and other LIHTC tax issues;
  - Demonstrated ability to review and analyze real estate transactions;
  - Experience with CDFIs and non-profit accounting and tax-related matters.
  - Solar tax credits and financing??
  - Grant accounting
- Demonstrated ability to build and manage strategic financial relationships with banking and other financial institutions and social impact investors; strategic relationships with insurance companies as investors and health organizations a plus;
- Experience working with a geographically dispersed portfolio; experience working through multiple corporate subsidiary organizations;
- Relevant leadership and management skills:
  - Demonstrated effective managerial, coaching, and leadership skills, including conceptual thinking and problem-solving skills;
  - Ability to achieve results for the organization with and through other people, utilizing creative and innovative solutions;
  - Ability to work successfully across disciplines within the company.
- Skillful in the communication and use of financial metrics, KPIs, and benchmarks to help guide the organization;
- Skillful in using and communicating financial metrics and benchmarks to guide the organization;
- Comfortable using and implementing new business technologies and finding opportunities to use business technology innovations to build and grow the business.

#### **PERSONAL ATTRIBUTES:**

- The NHT leadership team values collaboration. The successful candidate must be comfortable leading and participating in a collaborative (rather than a siloed) culture;
- NHT has a passionate focus on their mission as well as their collaborative and family-friendly approach to internal management. The successful candidate must bring a passion and interest in NHT's mission as well as a disciplined business approach to managing the company;
- NHT is a leader and innovator within its field. This person will be comfortable innovating within the community development and affordable housing field and will help develop new ideas based on emerging opportunities and issues;
- This person will be growth-oriented and entrepreneurial in their perspective on the business.



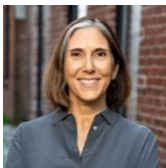
**SENIOR MANAGEMENT:**

**Priya Jayachandran**  
CEO

Since early 2018, Priya Jayachandran has led National Housing Trust (NHT). NHT is committed to the preservation of home, opportunity, and dignity through affordable housing. In her role as CEO, Priya leads NHT's engagement in public policy, lending, and energy sustainability.

Priya previously led Housing Development at Volunteers of America (VOA). In her role, she managed the strategic direction, acquisition, and development of rental housing for VOA. Priya served in the Obama Administration at the Department of Housing and Urban Development from 2014 until 2017 as Senior Policy Advisor, Director of the front office of Multifamily Housing and ultimately as Deputy Assistant Secretary for Multifamily Housing Programs.

Before joining HUD, Priya spent more than 15 years in community development real estate banking in New York and Washington, DC. She led client teams delivering debt and tax credit equity for affordable housing and charter schools during that time. Under Priya's leadership, the Mid-Atlantic market at both Citi and Bank of America were the top production offices in the country. Priya is a recognized industry expert on affordable finance deal structuring. Priya has also worked as a consultant to women's microcredit organizations in La Paz, Bolivia; at Credit Suisse as an investment banking analyst; and at California State Treasurer Kathleen Brown as a Capital Fellow. Priya earned her BA from the University of California and her MPA from the Princeton School of Public and International Affairs.



**Danielle Arigoni**  
Managing Director for Policy And Solutions

Danielle Arigoni is Managing Director for Policy and Solutions at National Housing Trust, where she provides strategic direction for the organization's sustainability and resilience policy efforts, state and local advisory services, and partnerships to advance more climate-responsive affordable housing solutions.

Before joining NHT in 2022, Danielle served as Director of Livable Communities at AARP, where she designed and implemented a robust nationwide program through new publications, technical assistance programs, and strategic partnerships in support of AARP's network of 600 communities and 53-state offices to advance more effective housing, transportation, disaster-resilient, and public space decision-making and create better communities for people of all ages. Danielle also held several leadership positions in HUD's Office of Sustainable Communities and EPA's Smart Growth office between 2000 and 2017, playing a central role in developing policy and implementing programs under the HUD-DOT-EPA Partnership for Sustainable Communities, and in HUD's groundbreaking \$1 billion National Disaster Resilience Competition.

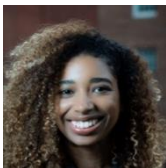
Danielle holds a master's degree in City and Regional Planning from Cornell University, a BS in Planning from the University of Oregon, and serves as a Board Member for the League of American Bicyclists and Smart Growth America. She and her family live in Northern Virginia (but hail from California), where she can most likely be found biking, hiking, volunteering, or writing a forthcoming book on climate-resilient communities (to be published by Island Press in the fall of 2023).



**Josh Earn**  
**Managing Director of Lending & Innovation**

Josh Earn is the Managing Director of Lending & Innovation for the National Housing Trust, overseeing their two CDFIs: The Institute for Community Economics (ICE) and the National Housing Trust Community Development Fund (NHTCDF). He is responsible for managing CDFI operations and lending. He has been at the Trust since 2010, where he has closed more than 70 loans disbursing more than \$40 million to preserve and create affordable housing and renewable energy across the country.

Josh has more than a decade of non-profit management experience. He received a BA in Political Science and Religion from Williams College and an MBA from the Yale School of Management. Before Business School, he ran Israel Policy Forum's government relations program, supporting diplomatic efforts to achieve Middle East peace.



**Raisa Johnson**  
**Managing Director of Community Outreach and Impact**

Raisa Johnson joined National Housing Trust in 2016 and currently serves as the Managing Director of Resident Services. She is responsible for the design, implementation, and monitoring of the resident services programs for NHT properties. She previously served at NHT as State Lead in Maryland and Pennsylvania as part of the Energy Efficiency for All project.

Before joining NHT, Raisa worked at the Center for Community Change (CCC) as the Pablo Eisenberg Public Interest Fellow. At the CCC, she helped further the Center's mission to build the power and capacity of low-income people, especially low-income people of color, to change their communities and public policies for the better. Raisa helped to executive national strategies on issues on immigration, retirement security, affordable housing, and jobs and wages.

Raisa holds a Master of Public Policy from Georgetown's McCourt School of Public Policy. She earned her BA in International and Global Studies from the University of the South, Sewanee.



**Kevin White**  
**Managing Director of Real Estate**

Kevin White serves as the National Housing Trust's Managing Director of Real Estate and is responsible for performing financial feasibility analyses, evaluating due diligence materials, assessing financing options, preparing financing proposals, and managing projects through the development period on behalf of NHT Communities.

Before joining NHT in 2012, Kevin was a Real Estate Development Director at the national office of Volunteers of America. While at Volunteers of America, he financed over \$42 million of affordable housing utilizing housing and historic tax credits; various federal, state, and local grants debt products; and conventional and HUD-insured debt. Kevin has worked in the affordable housing development field since 1995, holding positions at MissionFirst Development; AHC, Inc, a non-profit affordable housing developer in Arlington, Virginia; and Habitat for Humanity in Houston, Texas. Kevin started his career in community development as an AmeriCorps\*VISTA community organizer, assisting Habitat for Humanity homeowners form neighborhood-based homeowner's associations.

Kevin has a master’s in Community Planning from the University of Maryland, College Park and a BS from the University of Houston. He serves on the Board of Directors of St. Mary’s Housing Corporation, which owns five affordable housing properties in Northern Virginia serving low-income seniors. He and his family live in Washington, DC.

**LOCATION:**

Washington, DC is an extraordinary city, one with multiple personalities: a working federal city, an international metropolis, a picturesque tourist destination, an unmatched treasury of the country’s history and artifacts, and a cosmopolitan center that retains a neighborly small-town ambience.



Washington is a city that offers a never-ending wealth of cultural opportunities. Scores of museums, galleries and theatres are located in the city, many of which are internationally recognized. Cultural heritage festivals are held throughout the year. More than 750 libraries are located in the Washington area, including the Library of Congress, which contains the largest international collection of research materials in the world. Much of the attractiveness of Washington can be attributed to the hundreds of outdoor sculptures and monuments that adorn the parks, gardens, buildings, avenues, and cemeteries of the city.

**NATIONAL HOUSING TRUST IN THE NEWS:**

March 16, 2023

[PARTNERING WITH AMERICORPS FOR DIGITAL EQUITY IN AFFORDABLE HOUSING](#)

March 10, 2023

[NHT OFFERS TOOLKIT TO HELP HOUSING AGENCIES STRENGTHEN RIGHT OF FIRST REFUSAL PROVISIONS PROMOTING HOUSING STABILITY](#)

March 08, 2023

[NHT JOINS NEARLY 50 ORGANIZATIONS URGING DOE ACTION ON IRA HOME ENERGY REBATE PROGRAMS](#)

February 21, 2023

[EPA’S GREENHOUSE GAS REDUCTION FUND BEGINS TO TAKE SHAPE](#)

February 21, 2023

[US TREASURY ADVANCES EQUITABLE ACCESS TO SOLAR ENERGY](#)

## INTERVIEW PROCESS

ZRG provides our client companies with best-in-class hiring process grounded in fact-based measurements and information. We believe finding the best people for a role involves closely matching exact skills and attributes of candidates to the highly specific needs of our clients. Our entire process is built around providing a superior level of quality candidates to our clients who fit the specifications clearly. To accomplish this, we utilize our patented Z Score hiring process, which provides for improved hiring results and better fits for candidates and employers. To this end, our interview process with our client has been carefully discussed and will include:

1. Initial Interviews with ZRG Partners
2. Presentation of Long list of candidates to Client for approval
3. Green light from Client to proceed to Round 2 for selected candidate(s)
4. Face-to-Face Interview with key members of the management team to confirm match and culture fit
5. Finalists will then complete Z Score On-line assessment process to compare individual behavioral and intellectual traits to our hiring database for similar positions we have filled. At this stage, it will take a candidate about 60 minutes to complete an on-line assessment process to help everyone ensure this is the right role and fit (skills, management style, and culture)
6. Finalists will also participate in an interactive interview where they will make a presentation to senior management.
7. Offer Presentation with ZRG Partners
8. Start with Client

## WHAT DEI MEANS TO ZRG

Creating opportunities for people of all backgrounds and identities is at the core of who we are. This enables us to better assist our clients in achieving their own goals.

We recognize that **diversity**, whether racial, ethnic, sexual identity, or gender, creates diversity of thought and helps organizations improve performance. Organizations that reflect society's diversity better understand the markets they serve.

Our commitment to **equity** ensures every client considers highly qualified candidates, each of whom can advance their careers based on their skills and talent.

Our rigorous and data-driven process encourages **inclusion**, assuring our clients see a broader range of candidates whose credentials are based on the skills, experience, and cultural fit the client seeks.

**ABOUT ZRG PARTNERS**

ZRG is a global talent advisory firm that is changing the way companies hire and manage talent. ZRG's data-driven approach to executive and professional search has been changing the way clients think about how to find top talent. The company's digital Zi platform combines talent intelligence, candidate insights, and process improvement to dramatically deliver executive searches quicker and with proven better results.

**GREGORY J. MELANSON****Senior Advisor**[gmelanson@zrgpartners.com](mailto:gmelanson@zrgpartners.com)

Greg is a Senior Advisor within the Real Estate practice at ZRG Partners. Prior to joining ZRG in 2022, Greg was Partner at Terra Search Partners, where he was the Co-Head of Affordable Housing and Impact Investing. Greg's clients benefit immensely from his 20-plus years in multiple areas of the real estate industry, including lending, investing, and affordable housing finance. That's complemented by his more recent experiences in executive leadership with Bank of America and in nonprofit leadership as the Deputy Executive Director of Friends of the National Zoo (FONZ).

Greg is well known for the passion he has for nonprofit organizations. He guides them adeptly through the complicated process of leadership succession and the transition of long-serving and founder leaders. His enthusiasm, market knowledge, and deep industry connections are a winning combination for organizations whose success depends heavily on their senior leadership.

[Link to complete bio for Gregory J. Melanson.](#)

*To apply, email resume [gmelanson@zrgpartners.com](mailto:gmelanson@zrgpartners.com).*