



Position Profile
NCALL Research Inc.
Executive Director
Dover, Delaware

The National Council on Agricultural Life and Labor Research (NCALL) seeks a visionary leader, with a strong commitment to mission, who can use NCALL's track record of excellence in housing counseling, lending, real estate development, and community empowerment to raise NCALL's profile and identify new and innovative ways of delivering consumer-focused services. Joe Myer, NCALL's Executive Director, who has worked at NCALL for the past 41 years, has announced that he is leaving in 2018.

The Organization

NCALL was created as a 501(c)3 nonprofit organization in 1955 and began its housing and community development mission serving the Delmarva Peninsula in 1976, with an emphasis on



issues impacting rural communities. NCALL works to promote affordable housing, improved communities, and sustainable development on the Delmarva Peninsula through its mission of: educating and empowering people to achieve their housing goals and improve their finances; developing affordable housing and strengthening the capacity of other nonprofit housing organizations; providing innovative lending products and services targeted to affordable housing and community development; revitalizing neighborhoods; and

increasing public awareness about housing needs and resources and advocating for improved public policy.

NCALL has a strong commitment to implementing nonprofit best practices including a commitment to long term planning and impact measurements; operational excellence guided by strong policies and procedures; and prudent fiscal management, including the maintenance of operational reserves. NCALL had an almost \$1.8 million increase in net assets in the last fiscal year and every line of business had a stronger year in 2017 than in 2016.

NCALL's commitment to going to scale and measuring impacts has helped make the organization a high performer as both a NeighborWorks organization and a Community Development Financial Institution (CDFI). NCALL has been a chartered member of NeighborWorks® since 2003 and received an exemplary rating during the last program review in 2015. NCALL was also certified as a CDFI in 2005. NCALL voluntarily participates in the Comprehensive Ratings for CDFI Investments (Aeris) review and rating process, which yielded a current rating of AA+2 for impact performance, financial strength, and policy work.

NCALL currently has a 36-person staff and an operating budget of \$4.3 million. The Executive Director reports to a 15-member Board of Directors made up of housing and social service leaders from Delaware and the eastern shores of Maryland and Virginia. The senior leadership team



includes a Deputy Director, Homeownership Director, Finance Director, Self-Help Housing Director, Loan Fund Director, and Resource Development Director. Most of the senior leadership team have been at NCALL for 10 years or longer.

Services provided by NCALL are:

- **Lending Services:** NCALL provides a variety of flexible loan products to mission oriented affordable housing and community facilities developers in the Delmarva Peninsula. The Loan Fund has loaned more than \$120 million for affordable housing, community facilities, and revitalization since 2004. This has yielded 826 units of affordable housing, 308 rooms/beds for special needs populations, 488,000 SF of community facility space and 126,900 square feet of commercial/retail space developed. FY'17 alone saw 25 loans totaling \$25.7 million using NCALL and participant capital. The loan fund currently has \$42 million deployed (NCALL capital of \$22 million and loan participations of \$20 million). NCALL has total equity and debt capital of \$26,759,046. Four staff work in lending services. NCALL is currently hiring two additional lending services staff due to growth in lending activities.
- **Consumer Services:** NCALL provides pre-purchase, foreclosure prevention and financial literacy programs to empower and educate residents. Fifteen staff work in these programs areas. For FY'17, NCALL provided homebuyer counseling to 795 customers looking to buy a home, with 278 households succeeding in buying a home during that fiscal year. NCALL helped 628 households work to avoid foreclosure; and provided one on one and group financial literacy and coaching to 1,472 people. Since 1990, NCALL has helped more than 8,400 people purchase their first homes.
- **Housing and Community Development Services:** NCALL's housing and community development services include fee for service real estate technical assistance and neighborhood and community revitalization. Ten staff work on housing and community development services.



NCALL has packaged and assisted with the development of 55 affordable apartment communities throughout Delmarva using Rural Development and Low Income Housing Tax Credit financing. As a development consultant, NCALL has three new projects that are ready to begin construction. NCALL's Board recently voted to expand the organization's real estate activities to include ownership of rental properties. NCALL receives federal funding to provide technical and management assistance to organizations in a 21-state northeast region that are operating, or plan to operate, self-help housing programs in their community.



NCALL has been engaged in a highly successful grass roots community development initiative called Restoring Central Dover. As part of this initiative, NCALL has facilitated community engagement on issues related to economic development and safety. NCALL has also acquired lots and built new homes for sale to help increase the community's homeownership rate.

Additional information regarding NCALL, including annual and audit reports, can be found at www.ncall.org.

The Position

Reporting to the Board of Directors, the Executive Director will have strong external leadership skills, high ethical standards, and a profound commitment to NCALL's mission of empowering and serving low-income people.

Near Term Priorities

- Work with the Board and staff to develop and implement a strategic planning process that evaluates infrastructure needed for NCALL to continue to grow and thrive in a new political environment.
- Develop a branding strategy that raises the organization's profile, helping the organization attract additional consumers and resources.
- Determine if the current organizational and management structure continues to be appropriate, particularly as it relates to NCALL's growing lending business, and shift from real estate technical assistance to real estate development.
- Stay abreast of and evaluate how the changing public funding environment impacts NCALL's lines of business.
- Strengthen the involvement of the Board through a more robust committee structure.
- Determine whether NCALL's place-based work in Dover can be adapted and implemented in another community.
- Evaluate the physical needs of the organization and determine if new office space is required.



Key Responsibilities

- Work with the Board of Directors to set strategic goals and priorities, and identify new areas of growth and ways of deepening the already significant impact of organizational programs.
- Work with the Deputy Director to ensure NCALL's operational high standards are maintained, and assess if organizational management infrastructure is appropriate to organizational size.
- Support and empower the directors responsible for each of NCALL's lines of business and work to encourage innovation and leader development.
- Be the primary face of NCALL, raising the organization's profile, building relationships, and representing NCALL in advocacy and coalition work.
- Be a transparent and communicative partner to the Board of Directors by providing the information necessary to allow the Board to play its strategic governance and fiduciary roles.
- Maintain and/or increase NCALL's strong financial position by being proactive about organizational financial sustainability, managing organizational risk and working in partnership with NCALL's finance director on fiscal management.
- Nurture and develop strong relationships with new and existing funders and new and existing sources of earned revenue.
- Maintain NCALL's culture and focus on business planning and impact measurements for existing and potential new opportunities.

Experience and Attributes

Ideal candidates for this position will share a passion for and commitment to serving the mission of NCALL and will bring a variety of experiences and attributes to the organization, including:

- A track record of five years or more of successful staff management with a focus on leader development and empowerment.
- A commitment to best practices and the highest ethical standards.
- Strong networking skills that will allow NCALL to maintain and build external relationships.
- A strong communicator who can build the case for NCALL's work in writing and orally, and is comfortable serving as an advocate for the organization and for affordable housing.

- Experience in financial management in a setting that includes multiple and complex lines of business.
- An entrepreneurial spirit backed up by a strong track record of raising earned and donated revenue, including corporate support.
- An understanding and knowledge of affordable housing required, with preferred expertise in affordable housing development or lending.
- A track record of assessing and managing risk related to real estate development or lending.
- Bachelor's degree required.

Salary will be competitive and commensurate with experience.

Application Process

To apply, e-mail your resume, a cover letter that explains how your skills align with the requirements above, and salary requirements to: NCALL@raffa.com (e-mail applications are required). For other inquiries, contact Peggy Sand at psand@raffa.com. Resume reviews begin immediately. NCALL is an equal opportunity employer.

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