



# Position Profile

**Mercy Housing, Inc.**

SVP, Asset Management



PRESENTED BY: **TALENT** PARTNERS



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**How to  
Apply:**

**Interested and Qualified** candidates should contact Tracy McMillan at 484.994.9270 or [tracymac@broadviewtalent.com](mailto:tracymac@broadviewtalent.com)



# The Organization







# Who We Are

Mercy Housing is redefining affordable, low-income housing. We're a national nonprofit organization that is working to build a more humane world where communities are healthy, and all people can develop their full potential.

Mercy Housing is one of the nation's largest affordable housing organizations. We participate in the development, preservation, management and/or financing of affordable, program-enriched housing across the country. We acquire and renovate existing housing, as well as develop new affordable rental properties.





# What We Do

**Mission Values:** At Mercy Housing we believe that business and mission are not competing values. Employees are expected to contribute to a mission and values centered culture. Employees are expected to articulate and incorporate the mission and core values of Respect, Justice and Mercy into their day-to-day work, as well as demonstrate commitment to issues of racial equity, diversity, and inclusion. We are more effective when diverse groups of people, including residents, feel valued, respected, and included.

Mercy Housing provides equal employment opportunities to all employees and applicants for employment and prohibits discrimination and harassment of any type without regard to race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state or local laws.



## How We Make a Difference

**Housing** — We develop affordable, program-enriched housing for low-and-moderate-income populations throughout the United States. In addition to family and seniors, we serve a large percentage of formerly homeless households

**Resident Services** — We provide extended support including health and wellness, financial stability, after-school programs and more.

**Community Development** — Mercy Housing California is deeply involved in community development work as showcased in our comprehensive redevelopment of the former public housing site Sunnydale in San Francisco.

# The Candidate Profile





# Position Description



**Title:** SVP, Asset Management



**Organization:** Mercy Housing, Inc.



**MHI Portfolio Value:** \$4.9 Billion



**Reports to:** EVP/COO



**Asset Management Team Count:** 30



**Location:** Denver, Colorado



**Website:** [mercyhousingblog.org](http://mercyhousingblog.org)





# Position Summary

Maintain a consistent and coordinated approach to the stewardship of a very large and highly regulated affordable real estate portfolio with many complex assets. In coordination with the CEO, COO, CFO and Mercy Housing Management Group (MHMG) SVP and President, set national portfolio goals for property performance. Create a recapitalization strategy that prioritizes and directs investments in existing properties to obtain optimum financial performance to increase distributable cash. Supervise and guide team including an Asset Management Team (including affordable

housing and commercial oversight and analytics), a Capital and Design Team, a Transaction Team and Environmental Sustainability Team. This role is integral to the financial and physical health of Mercy Housing's \$4.9B real estate portfolio. The position reports to the Chief Operating Officer (COO), is eligible for a hybrid work schedule and has supervisory responsibilities with team members spread throughout a broad geography.





# Required Knowledge, Skills & Abilities

## (“Must Haves”)

- 10-plus years of progressive responsibility with managing the assets of a large portfolio of affordable housing; demonstrated knowledge of and experience with federal and state housing programs, subsidies, policies, procedures, goals, objectives, operational entities, and requirements; data-informed management skills
- Strategic, visionary and portfolio assessment capabilities; strong business and financial acumen coupled with excellent analytical skills; intently focused on financial metrics, benchmarks and continuous process improvement; able to bring creative and innovative solutions to complex portfolio problems and effect change in a centralized operating environment
- Strong understanding of the latest industry trends, current technologies, and best practices for both internal and outsourced approaches to asset management and property management
- High self-motivation with demonstrated skill in managing quality affordable housing environment and remain committed to making every property in the portfolio a safe, attractive and desirable community with healthy financial performance and high levels of resident satisfaction
- Superior leadership and managerial skills; ability to recruit, motivate, inspire and coach a highly motivated and competent staff asset management team; results and accountability driven, able to mobilize people to superior performance and be a valuable resource to company leaders
- Politically savvy, with superior presentation, public speaking, interpersonal, relationship management, persuasiveness, negotiation, diplomacy, influencing and listening skills



# Other Desired Competencies, Skills, & Abilities

- Environmental sustainability experience a definite plus
- Be diligent in recruiting, hiring, developing and managing employees who demonstrate and are aligned with the core values
- Articulate and integrate the mission and the core values of Respect, Justice and Mercy into day-to-day work. Recognize racial equity, diversity, and inclusion as integral components of our culture
- Hold self and team accountable to fostering and reflecting the core values when working with others and when making business decisions
- Working knowledge of all major housing financing programs including HUD, USDA RD, LIHTC, local and state programs
- Ability to oversee and operate at a national and granular level affordable asset management system
- Provide discipline and best practices in portfolio and asset management
- Flexibility to work in a complex and multi-faceted, matrix organization, and adapt to changes in structure and work priorities
- Demonstrated ability to build and manage strategic financial relationships with banking and other financial institutions
- Ability and willingness to travel 30%
- Treat a variety of people with respect and compassion
- Always represent Mercy Housing in a professional manner
- Commitment to the mission and values of Mercy Housing
- Excellent verbal and written communication skills
- Maintain regular and punctual attendance
- Work cooperatively with others
- Comply with all company policies and procedure



# Essential Duties & Responsibilities

## Asset Management

*(Affordable and Commercial Portfolio, Analytics and Reporting)*

- Oversee the analysis, risk ratings, watch list reporting, and action plans on all properties. Provide analysis and recommendations regarding significant patterns and trends emerging from such analysis with additional focus on those that are underperforming
- Oversee the annual asset business planning cycle and ongoing monitoring of the portfolio. Ensure the creation, monitoring, and execution of Asset Business Plans at the property level through collaboration with the Mercy Housing Management Group (MHMG) and the Geographic Business Center leadership
- Ensure that all ownership reporting to investors and regulatory agencies including annual property tax filings, appeals and exemptions, annual owner's certifications for all LIHTC properties, and all compliance reporting is completed and submitted
- Ensure the timely and accurate review, approval, and monitoring of property budgets and quarterly forecasting of Asset

Management Fees, Partnership Management Fees, Development Fees, and other revenues

- Ensure that annual audits and cash flow calculations for each asset are reviewed to ensure accuracy and timely delivery
- Manage, mentor, guide and motivate the asset management staff.
- Ensure all pertinent data and documents regarding the portfolio are put into Mercy Investment Central system
- Oversee the annual “look back analysis” on all new development properties to evaluate projects after stabilization and compare to original underwriting to improve underwriting practices and future property performance
- Oversee all commercial asset management work to maximize occupancy and cash flow
- Work with MHMG and Finance to streamline processes and reduce redundancy

*continued >*

# Essential Duties & Responsibilities *continued*

## Capital and Design

- Oversee the five-year capital tracker, reserve analysis and capital improvement plans for portfolio
- Partner with MHMG to execute on all large-scale capital projects both budgeted and for Portfolio Preservation Fund
- Ensure that all residual receipts are calculated to maximize value of asset
- Assist development with any residual construction cash after financial close
- Assist Risk Management in the rebuild process for large insurance claims (Over \$100K)
- Assist in the oversight of construction scope and bids for large scale capital projects
- Ensure Asset Management Team is seeking important opportunities for capital, operating and environmental grants and subsidies and NOFAs to reduce expenses and address capital needs at the properties
- Oversee staff who review the design of all new development projects to ensure compliance with Mercy's Design Standards

*continued >*

# Essential Duties & Responsibilities *continued*

## Transactions

*Responsible for the Transaction Team and all distressed property workouts, refinances, financial restructures, and dispositions.*

- Responsible for accurate timing and forecasting of transactions to meet budget/forecast
- Oversee the transaction team's assessment of all acquisitions for Mercy including detailed due diligence, underwriting and financing options
- Oversee the transaction team's refinances and repositioning of property debt
- Oversee the transaction team's preparation and planning for Year 15 exits including all partner negotiation and management of reserves to optimize financial impact of exit

*continued >*



# Essential Duties & Responsibilities *continued*

## Environmental Sustainability

*Responsible for the implementation and maintenance of a consistent and coordinated national approach to integrating Environmental Stewardship practices into future and existing developments, operations, and locations.*

- Work with Environmental Sustainability Team to develop, fund and implement a consistent pipeline of sustainability projects that will achieve program goals (GRRP, sensors, solar, etc.)
- Manage the Environmental Sustainability staff and guide other work teams to assure the goals and work plans are achieved in a timely and effective manner. Recommends, vets, implements, and maintains a strategic plan regarding organizational execution of consistent environmental practices. Track progress toward environmental goals
- Oversee all reporting and strategic planning toward Mercy Housing's energy and carbon reduction commitments (i.e. Department of Energy (DOE) Better Buildings Challenge and Better Climate Challenge goals)
- Identify resources and oversee funding applications to support sustainability efforts

*continued >*

# Essential Duties & Responsibilities *continued*

## General Duties

- Participate on Mercy's Investment Committee providing underwriting analysis and feedback for new and restructured real estate development deals
- Participate on Mercy's Senior Leadership Team
- Implement strategic plan goals related to National Portfolio Management's line of business
- Participate on the Portfolio Governance Committee
- Collaborate and communicate with all parts of the organization; MHMG, GBCs, and all corporate support staff
- Prepare and give presentations on portfolio for internal and external audiences

# Measures of First Year Success



## Relationships

Build strong relationships with GBC Presidents, MHI Leadership Team, Asset Management and Green Hope staff, and other key stakeholders



## Portfolio Assessment

Identify goals and objectives of the portfolio and analyze portfolio size, distribution, and resource allocation; restructure Asset/Portfolio Management Team as needed  
Take a hard look at Asset Watchlist and build strategic plans around them



## MHMG Collaboration

In collaboration with MHMG, analyze potential impacts of federal funding cuts for rent subsidies on portfolio operations and develop mitigation plan  
Improve cohesion and communication transparency between Asset Management and Property Management



## Financial Performance

Achieve financial performance goals for properties in each region  
Complete all Year 15 partnership exits with minimal financial outlay for Mercy  
Monitor and apply for federal funding resources for sustainable upgrades as available  
Update the 5-Year Capital Tracker and prioritize and schedule properties undergoing upgrades from the Asset Preservation Fund and other capital sources, including reserves



Working Conditions &  
Physical Requirements  
Education Requirements  
& Compensation





# Working Conditions & Physical Requirements

**Physical:** Must be able to push/pull object less than 30 pounds, walk, climb stairs and enter/exit buildings that are under construction, occasionally, without normal ingress/egress available.

**Sensory:** Ability to read fine print on documents. Able to speak clearly and make self-understood, while also understanding others using the English language.

**Cognitive:** Ability to understand and relate to concepts behind specific ideas and remember multiple tasks/assignments given to others over a period of days. Able to concentrate on moderate detail in both office and field with moderate interruption. Able to attend task/function for more than 60 minutes at a time.

**Environment:** Exposure to different climates. Occasional exposure to materials, dust and dirt common to a residential construction site.

**Equipment:** Ability to properly operate computers and telephone.



# Education Requirements



Bachelor's degree in finance, real estate, business administration, and/or related field (Master's degree preferred).



# Compensation

Mercy Housing, Inc. offers a salary and compensation commensurate with experience, as well as excellent benefits and perks including but not limited to:

- Health
- Dental
- Life, Short and Long-Term Disability Insurance
- 403(b) Retirement Plan
- Generous Paid Time Off Program
- Hybrid Work Schedule



Client Search  
Committee &  
BroadView Talent  
Engagement Team





# Search Committee/Interview Panel



**Dee Walsh**

*EVP & Chief Operating Officer*  
**Mercy Housing, Inc.**



**Jeffrey Kohler**

*President*  
**Mercy Housing**  
**Management Group**



**Lillian Lew-Hailer**

*Vice President,*  
*Operations*  
**Mercy Housing**  
**California**



**James Alexander**

*President*  
**Mercy Housing**  
**Southeast**



**Jaya Johnson**

*Senior Vice President, Financial*  
*Services & Controller*  
**Mercy Housing, Inc.**



**Angela Bruno**

*Chief Financial Officer &*  
*Executive Vice President*  
**Mercy Housing, Inc.**



**Ismael Guerrero**

*President & CEO*  
**Mercy Housing, Inc.**



# BroadView Talent Partners Team

Mercy Housing has retained BroadView Talent Partners to lead this search.



**Tracy McMillan**  
**CEO & Managing Partner**  
mobile 484.994.9270  
[tracymac@broadviewtalent.com](mailto:tracymac@broadviewtalent.com)



**Robyn Quinn**  
**Vice President,  
Senior Research Associate**  
mobile 610.304.3853  
[robyn@broadviewtalent.com](mailto:robyn@broadviewtalent.com)



**Donna Young**  
**Operations Manager**  
mobile 917.273.4755  
[donna@broadviewtalent.com](mailto:donna@broadviewtalent.com)



**Elizabeth Keyser**  
**Associate**  
mobile 203.349.0069  
[elizabeth@broadviewtalent.com](mailto:elizabeth@broadviewtalent.com)

## How to Apply:

**Interested and Qualified** candidates should contact  
Tracy McMillan at 484.994.9270 or [tracymac@broadviewtalent.com](mailto:tracymac@broadviewtalent.com)



# Contact

## OFFICE HOURS

Monday – Friday  
07:00 AM – 7:00 PM ET

## GET IN TOUCH

Connecticut Office: (203) 651-8300  
Ohio Office: (614) 484-9056

## OUR ADDRESSES

500 Post Road East, 2nd Floor  
Westport, CT 06880

175 S. Third Street, Suite 200  
Columbus, OH 43215

## FOLLOW US

[www.broadviewtalent.com](http://www.broadviewtalent.com)  
[info@broadviewtalent.com](mailto:info@broadviewtalent.com)

## About BroadView Talent Partners

Executives in affordable housing, nonprofit, and middle market organizations retain BroadView Talent Partners to fill senior leadership team positions because they value our specialized knowledge and proven process for identifying executive talent using our unmatched national network, commitment to diversity, equity, and inclusion (DEI), and record of long-tenured placements.

