



operation  
pathways   
a subsidiary of The NHP Foundation

The  Foundation  
Preserving America's Affordable Housing

**Director of Resource Development**  
Washington, DC

**DR*i* Waterstone**  
HUMAN CAPITAL

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For over three decades, NHPF has provided affordable housing to families and seniors.

Since its founding in 1989, NHPF has realized extraordinary achievements in the preservation and creation of value-added affordable housing and is excited to move forward in the decades to come. Incorporated as a not-for-profit organization, NHPF operates with both a charitable mission and a business-like financial discipline. Their track record from the beginning has led to the preservation of 105 multi-family properties containing over 18,215 affordable housing units.

Building on that foundation, they currently serve more than 41,003 residents on 61 properties, providing nearly 10,354 affordable housing units in 16 states and the District of Columbia.

**Operation Pathways is a CORES-certified resident services provider. The first in the country to receive this distinction.**

## VISION

A future where communities flourish because attractive, sustainable housing options and life-enhancing services are ensured for income-challenged Americans.

## MISSION

NHPF is a not-for-profit real estate organization dedicated to preserving and creating sustainable, service-enriched multi-family housing that is both affordable to low- and moderate-income families and seniors, and beneficial to their communities.

## VALUES

NHPF seeks to promote greater diversity, inclusion, racial equity, and social justice in addition to its long-established mission of providing sustainable, service-enriched affordable housing. NHPF is committed to increasing access to opportunities for historically underrepresented individuals and businesses in the development and operation of affordable housing communities.



## History of Success

Advances since NHPF's founding includes an emphasis on expanding their portfolio via the preservation and rehabilitation of a vast array of different affordable housing options, including:

- **SRO (Single Room Occupancy) Dwellings**
- **Single-Family Rental Homes**
- **RAD (Rental Assistance Demonstration) for PRAC (Project Rental Assistance Contracts) Type of Senior Properties:** The new HUD program to help owners of Section 202 properties convert existing PRAC to properties subsidized with Project-Based Vouchers (PBVs) or Project-Based Rental Assistance (PBRA).
- **PSH (Permanent Supportive Housing)** and large-scale preservation deals such as one NHPF was recently selected by the Baltimore City Department of Housing & Community Development (DHCD) to partner on: Park Heights in Baltimore, MD, a 17-acre neighborhood redevelopment and preservation deal.

NHPF is also pleased to have developed the internal capacity to manage construction rather than rely on third-party consultants. Their burgeoning Construction Division is responsible for both ground-up work and rehab projects.

Operation Pathways, NHPF's resident services subsidiary, is its own 501(c)(3) not-for-profit corporation and consistently increases and improves their on-site resident services. Through Family-Centered Coaching, Operation Pathways engages with and assists families experiencing poverty and other hardships to problem-solve together. This year, nearly 6,000 residents have participated in one or more of the programs. Operation Pathways' children's academics are pre-and post-tested according to the Brigance Comprehensive Inventory of Basic Skills to demonstrate that nearly 100% of children participating in their summer camps in recent years showed no signs of summer learning loss in math and reading.

Additional advances include the implementation of an ambitious "greening" of their properties. Currently over 75% of their properties experience vast water and energy savings, with the remainder in the works. They have also converted nearly 1,000 units to new, highly-insulated roofing systems and gone smoke-free in several of their buildings.



## Summary

The Director of Resource Development (DRD) for Operation Pathways, a subsidiary of the NHP Foundation, directs and manages the development and implementation of all funding initiatives of Operation Pathways. The DRD works closely and in cooperation with the Office of External Affairs of the NHP Foundation, especially in managing relationships with national partners. The DRD reports to the Executive Director of Operation Pathways and works closely with site-based resident services staff across the country with local funding initiatives. The DRD is expected to meet annual fundraising goals with government contracts, foundations, corporations, individuals, and special events. The DRD is also responsible for tracking in-kind donations and program fees. The DRD utilizes a data management system for the collection, analysis, and reporting of fundraising data, as well as the management of distribution lists for contacts and communications. The DRD directs and manages all communications and marketing, including Operation Pathways' online presence and social media.

### ESSENTIAL FUNCTIONS

#### Resource Development & Program Management

- ❖ Increase Revenue: Creates and follows a fundraising plan with diverse funding streams to achieve or exceed annual goals.
- ❖ Relationship Management: Communicates on a regular basis with all donors, potential donors, and other stakeholders.
- ❖ Grants Management: Researches, prioritizes, writes, and follows up with foundation, corporate, and government grants.
- ❖ In-Kind and Volunteer Tracking: Maintains a list of in-kind donations and volunteer hours and creates periodic reports.
- ❖ Compliance Manager: In cooperation with the Manager of Operations, and the Programs Director, tracks grant-related outcomes and spending.
- ❖ Marketing and Communications: Works closely with the Office of External Affairs to develop and maintain all marketing material for Operation Pathways, including all paper and digital media.
- ❖ Provides reports to Operation Pathways' Executive Director, as requested.
- ❖ Participates in weekly meetings with the Operation Pathways' leadership team; participates in weekly meetings with the NHP Foundation staff; participates in monthly Operation Pathways' staff meetings.



### Performance Factors

- ❖ Fundraising: The employee will set annual fundraising goals with the Executive Director and will be held accountable for achieving those goals.
- ❖ Dependability: The employee can be depended on to complete assignments in a timely, accurate, and thorough manner.
- ❖ Communication and Contact: The employee communicates effectively, both verbally and in writing, with superiors, colleagues, and individuals inside and outside the organization. The employee also pays close attention to detail and follow-through.
- ❖ Relationships with Others: The employee works effectively and relates well with others, including site-based staff, superiors, colleagues, and individuals inside and outside the organization. The employee exhibits a professional manner in dealing with others and works to maintain constructive working relationships.

## Qualifications

- ❖ 7-10 years of fundraising experience in non-profit organizations.
- ❖ BA/BS degree required.
- ❖ Demonstrated commitment to equity, inclusion, and social justice.
- ❖ Understanding of affordable housing, budgets, contract funding, federal programs, and funding sources.
- ❖ Knows how to identify, cultivate, and build relationships based on the programs and build out bigger relationships.
- ❖ Bring the housing and the community approach to think outside the box.
- ❖ Focus on an enterprise worldwide.
- ❖ Location: Washington, DC – Hybrid (3 days in office; 2 days remote per week).
- ❖ Salary Range: \$150K-\$175K.



Applications should be submitted at  
<https://driwaterstonehc.com/director-of-resource-development>

All first-round interviews for this position will take place via video conference with DR/Waterstone.

DR/Waterstone is an executive search firm that recruits senior leaders for non-profit and social enterprise organizations.

Operation Pathways, a subsidiary of the NHP Foundation, 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. This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation, and training.