

### Position Description

<b>Job Title:</b>	Chief Strategy Officer
<b>Job Classification:</b>	Senior Principal
<b>Department/Business Line:</b>	Executive
<b>Works with:</b>	LeSar Holdings teams including Chief of Staff, Chief Operations Officer and with team leaders in affiliate companies
<b>Reports to:</b>	CEO
<b>FLSA<sup>1</sup> Status:</b>	Exempt
<b>Updated as of:</b>	December 2022

#### Summary of Position:

LeSar Holdings is recruiting an experienced and dynamic Chief Strategy Officer (CSO) to work in partnership with the CEO, other C-suite executives and business line executives and teams to lead our strategic planning and strategic execution efforts, to identify and develop our top growth opportunities, and to create and nurture a culture of continuous strategy assessment.

The CSO is a highly cross-functional role that will work directly with the President & CEO and the other C-suite executives to ensure coordination across multiple businesses. This role requires the ability to balance the demands of a fast-paced environment with alignment to the strategic goals and the overall vision and mission driving each portfolio firm.

The role of the CSO is as a partner and complement to the CEO and the C-suite team.

#### Ideal Candidate:

The ideal candidate is a seasoned affordable housing industry executive with deep knowledge and extensive experience leading teams on technical work who enjoys working in a collaborative and mission-driven environment. This person will have excellent interpersonal and organizational skills, a strong work ethic, and can work both independently and as part of teams. The ideal candidate is also tactical, collaborative, intellectual, and reflective with demonstrated business acumen.

A demonstrated commitment to cultivating and maintaining an equitable and diverse work environment is required.

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<sup>1</sup> Fair Labor Standards Act

This person will bring a strong strategy orientation and extensive senior leadership experience overseeing major initiatives and/or departments in the affordable housing, homelessness, and community development spaces. The candidate will have served in a series of diverse roles as an executor, and will have also lead or participated in internal or industry strategic planning and implementation work. The optimal CSO candidate will have strong credentials as a person who has done the work, and now has the experience, aperture, and credibility to provide strategic leadership.

We are looking for a person that can balance strategy formulation and execution, align staff around change management strategies, lead on issues and questions of strategic direction, be a good listener able to pull forward emergent ideas from the business teams, and create the needed feedback loops to ensure strategic connectivity between the business line teams, the marketplace and the CEO.

The CSO will relish working in an entrepreneurial growth company and will work well in a partnership with the CEO and team members across all firms. The CSO can manage upward, across, and downward, has a strong sense of self, and is capable of vigorous dialogue and thinking.

**Essential Duties and Responsibilities** include the following on the list below and other duties that may be assigned.

The CSO role calls for an adaptive and flexible individual that excels in the ability to:

- Translate a strategic vision into action
- Drive business strategies from conception to completion
- Serve as a strategic thought partner, confidante, and sounding board to CEO and other C-suite executives
- Create cohesion and inspire engagement in the company and portfolio visions
- Serve as a reliable and trusted ally to the CEO and manage day-to-day decision making in all areas of responsibility assigned

The CSO is tasked with creating, communicating, executing, and sustaining the strategic initiatives of the individual firms and the portfolio of companies, and will work in close coordination with those that execute the business line strategies.

The CSO has direct responsibility for:

1. Working in three different time horizons – immediate, medium, and long-term horizons of roughly equal levels of effort respectively entailing keeping the teams on track with the current strategic plan, building emerging business lines and business opportunities for the medium term and creating viable options for long-term growth.

2. Identifying growth opportunities, developing pursuit roadmaps, and making recommendations on resources allocation.
3. Developing a Northern California business development strategy.
4. Building skills of team leaders and team members in strategic bidding and scoping, and in relationship management and evaluation, and coordinate with others for integration of these essential functions into the full cycle project management system.
5. Planning for and leading the strategic planning processes including creating shared alignment around the individual company and portfolio of firm's visions.
6. Coordinating and ensuring connectivity between the strategic plans and the quarterly and annual work plans.
7. Overseeing strategic execution and maintaining adherence to and alignment with the strategic plans of each company and the portfolio; working with leadership team members to reach agreement on strategic decisions, and ensuring that the decisions are clearly translated throughout the organization.
8. On a continuous basis, helping all team members understand the details of the strategic plan and how their work connects to company and portfolio goals.

In coordination with other C-suite executives and the business line executives and teams, the CSO will also have advisory roles in the on-going development and improvement of the CRM system, the annual budgets, the career pathways program, and refinement of the internal performance dashboards.

The CSO must possess deep knowledge of California and its regions and have a working knowledge of the regulatory and policy making processes in California at the state, regional, and local levels. Preference for candidates with deep working knowledge of and extensive relationships in Northern California and at the State of California.

### **Required Qualifications**

Minimum qualifications:

- Graduate level degree in urban planning, business administration, organizational development, leadership studies, public policy, law, or a related field.
- Minimum of 10 to 15 years of related professional work experience with demonstrated increase in responsibilities.

Work experience must demonstrate track record in adaptability, flexibility, accountability, leadership, and teamwork skills and ability to work under deadlines. Previous experience

working in an entrepreneurial business environment desired. The ideal candidate is committed to serving the public, private, and nonprofit sectors and is a loyal, empathic, and servant leader.

**Physical Demands:** While performing the duties of this position, the employee is regularly required to sit, use hands, communicate via telephone, and reach with hands and arms. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**Travel Expectation:** In a post-COVID-19 environment, this position is remote. However, a person in this position will be expected to travel to San Diego approximately quarterly and be available for travel primarily within California including occasional overnight stays of one to two nights at a time.

**Compensation and Benefits:**

- Salaries are set by title and band: Base range of \$180,000 to \$220,000 annual salary with potential performance bonuses of up to 20% of base salary based on an established work plan, and potential for additional bonus tied to portfolio-level financial performance. Performance bonuses are paid quarterly based on meeting quarterly work plan goals.
- Participation in firm's medical, dental, vision, long-term disability, and life insurance plans with firm contributions of up to \$500 per month
- Participation in the firm's 401(k) plan, with firm contributions of 3% of compensation per plan year (subject to vesting requirements)
- Reimbursement of up to \$100 per month for cell phone and/or home internet expenses and up to \$25 per month for home office supplies
- Home office initial set-up allowance of \$700
- 11 paid holidays per year
- Request paid time off as needed

**Application Process**

Submit the following materials to [careers@lesarholdings.com](mailto:careers@lesarholdings.com).

**Submission and Interview dates:** The preferred date of application submission is no later than *Wednesday, January 4, 2023*. Interviews of qualified applicants will begin the week of January 9, 2023. The position will remain open until filled.

**1. Cover letter indicating:**

- Interest in the position
- Relevant skills and experience
- Estimated available start date

## **2. Resume/CV**

### **3. Writing sample, which may include:**

- A professional presentation, work plan, or strategic planning document

### **4. Three professional references**

*LeSar Holdings is an equal opportunity employer. Employment decisions are based on needs, job requirements, and individual qualifications without regard to race, ethnicity, religious belief, national origin, gender identity and/or expression, age, disability status, medical history, sexual orientation, marital or family status, past or present military service, or any other status protected by the laws or regulations in the State of California. LeSar Holdings is also committed to affirmative action in the hiring of staff and encourages employment applications from people who are representative of the culturally and ethnically diverse communities that we serve.*