# leadership opportunity

# **Executive Director**

of the

# Madison Area Community Land Trust



in Madison, Wisconsin

presented exclusively by



# The Madison Area Community Land Trust is hiring an Executive Director

Peter Gray Executive Search is MACLT's exclusively retained partner for this executive search.

Cover photo provided by MACLT.

# about the Madison Area Community Land Trust

The <u>Madison Area Community Land Trust</u> (MACLT) takes land off of the speculative market to keep it permanently affordable. MACLT provides opportunities for affordable homeownership for low-income households, while preserving affordability for future generations and providing post-purchase support to low-income homebuyers.

MACLT is a 501(c)(3) nonprofit organization founded in 1991 in response to the housing affordability crisis in Wisconsin's Madison metropolitan area. Since 1991, housing prices have increased almost 3 times the rate of median incomes.

With a staff of 4, an operating budget of over \$600,000, and a portfolio of over 60 permanently affordable homes, MACLT is a small and growing nonprofit organization with values rooted in antiracism, housing justice, and systems change.



Satya Rhodes-Conway, Mayor of Madison, speaks with representatives of MACLT and the Wisconsin Partnership for Housing Development at a new home that will be kept permanently affordable as part of the land trust. Photo: John Hart, Wisconsin State Journal

# how MACLT's community land trust model works

A **Community Land Trust (CLT)** is a nonprofit organization that provides affordable homeownership and preserves that affordability permanently with a long-term ground lease or similar mechanism to limit home price appreciation.

There are currently over 300 CLTs in North America, and MACLT is Dane County, Wisconsin's only nonprofit providing permanently affordable homeownership opportunities using the CLT model. As the oldest and largest CLT in Wisconsin, MACLT is a founding member of the Wisconsin CLT Network and plays a leading role in advocacy for permanently affordable homeownership in the state.

Under the CLT model, MACLT sells a home from its growing portfolio of over 60 permanently affordable homes to a low-income buyer at a subsidized price. MACLT retains ownership of the land under the home, and the homeowner leases the land from MACLT using a 98-year renewable ground lease. When the owner decides to sell, they pay it forward to the next low-income buyer by selling the home at an affordable price based on a pre-set resale formula. MACLT facilitates the sale of the home with an equity-focused buyer selection process.

By placing resale limits on the value of its homes, MACLT ensures that the homes remain affordable for future generations, even as property values in the surrounding area may rise. This helps to prevent displacement and maintain diverse, inclusive neighborhoods. MACLT's shared equity model allows the seller to keep the equity they have gained, plus modest appreciation on the value of the home.

The impact of MACLT's permanently affordable homes goes beyond the first buyers of those homes. With resales of MACLT's 60+ homes since 1991, MACLT has assisted over 120 low-income families in achieving the dream of homeownership, so the impact of the initial investment in MACLT's permanently affordable homes has already doubled. And this impact will continue to grow as these homes remain affordable for low-income and first-time homebuyers over generations.

MACLT is unique in the homeownership provider industry in that it provides post-purchase support to our homeowners and involves them in long-term decisions about the organization.

MACLT is continuing to expand its programming and the number of homes in the land trust. In 2025, seven new homes will be added to the land trust, and at least 12 more are planned to break ground in 2026. MACLT has a goal of growing its portfolio to 100 permanently-affordable homes by 2030.

MACLT also owns and preserves non-housing land at <u>Troy Gardens</u>, including a large community garden, organic urban farm, and restored urban prairie, managed by Rooted.

# MACLT's mission

MACLT's mission is to liberate land for the benefit of historically marginalized populations at the lowest incomes possible, preserve urban space for community use,

and create deeply and permanently affordable homeownership opportunities for those typically exploited by the housing market.



From MACLT's 2023 annual report.

### MACLT's values

**SYSTEMIC & SUSTAINABLE CHANGE-MAKING:** MACLT should focus on creating long-term, sustainable change through its operations, rather than just addressing immediate issues. This could include implementing sustainable land management practices on its properties, as well as developing programs and initiatives that address underlying issues and create lasting change in local communities.

**ANTIRACIST:** MACLT should ensure that its operations and decision-making processes are actively working towards racial, social, gender, disability and economic justice. This could include initiatives such as actively seeking out and supporting historically marginalized communities, examining and addressing any potential biases in its policies and practices, actively working to create inclusive and equitable spaces on its properties and promoting land use and housing policies that address historical inequities.

**AUTHENTIC ADVOCACY:** MACLT should be an authentic and vocal advocate for the people it serves and aims to serve, making sure that their voices are heard in decision-making processes. Authentic advocacy also includes actively working to raise awareness and educate the public about important land use and housing issues, as well as speaking out against policies and practices that harm marginalized communities.

**PEOPLE-CENTERED:** MACLT should prioritize the needs and perspectives of the people it serves. This could include actively seeking out and incorporating feedback from community members, as well as working with local organizations and leaders to ensure that MACLT is responsive to the needs of the community.

**COLLABORATIVE:** MACLT should prioritize partnerships and collaborations with homeowners, other organizations and stakeholders in order to create systemic and sustainable change. This could include working with community groups and other nonprofits to develop shared programming and initiatives, as well as engaging in dialogue and collaboration with local governments and other land management organizations.

**TEACHING & LEARNING:** MACLT should prioritize education and learning in its operations, both for its staff and for the wider community. This could include offering educational programs and workshops on its properties and to the community, as well as making teaching and learning integral to its program design and advocacy work.

**INNOVATION & IMAGINATION:** MACLT should encourage creativity and experimentation in its operations, always looking for new and innovative ways to achieve its mission — in balance with sustainability and learning from best practices. This could include piloting new programs or projects and directing its advocacy towards innovative approaches to housing and land use policy.

# MACLT's strategic plan

# **MACLT Five-Year Strategic Plan 2025-2029**

100 permanently-affordable homes at MACLT by 2030

#### **Housing Development**

- · Complete Development of 19 Homes in Pipeline
- Grow Partnerships with Housing Developers, Municipalities & Peer Organizations
- · Pilot Projects in Stoughton, Fitchburg & Sun Prairie
- · Secure Next Site(s) in Madison

#### **Fundraising & Donor Growth**

- · Grow Individual & Institutional Donors
- Increase Home Donations to MACLT

#### **Community Outreach & Visibility**

- Raise Public Profile Newsletter, social media & website
- · Wisconsin-wide CLT Advocacy & Education

#### **Organizational Infrastructure**

- Strengthen Internal Policies & Procedures
- Support Housing Development Advisory Committee
- · Create Fundraising Advisory Committee

#### Stewardship & Homeowner Support

- Post-Purchase Support Tool library, repairs, services & surveys
- · Preserve & Improve MACLT Home Quality



To learn more about MACLT, please visit its <u>website</u>, which includes <u>news</u> and <u>media mentions</u>, as well as <u>audit</u> <u>reports and recent annual reports</u>.

# about the position

MACLT's current Executive Director, Olivia Williams, will step down on November 21, 2025, as part of a planned leadership succession process, concluding 6 years of dedicated service to the organization and the community (see <a href="mailto:press">press release</a>).

Under the supervision of the Board of Directors, the Executive Director is the chief executive officer with responsibility for the overall operation and administration of MACLT. The Executive Director will carry a vision for organizational growth and strategic direction that results in sustainable, equitable, and accessible permanently-affordable housing in the community. The Executive Director works with an active board of directors to provide access to land and housing for persons of low and moderate income.

#### Responsibilities

**Organizational Management:** The Executive Director directs staff, board, and all administrative and operational functions of the organization.

- Direct and supervise the day-to-day operations of the organization.
- Recruit, select, train, and directly supervise staff, and ensure that the Board has the training and support they need to succeed.
- Work with staff to follow through on the current 2025-2029 Strategic Plan, and work with the Board and staff to articulate and monitor the future strategic goals of the organization.
- Develop and oversee the organization's budget.
- Take responsibility for organizational sustainability through fundraising, programmatic income, and other means as appropriate.
- Ensure that administrative and financial reporting and essential tasks (including State and Federal requirements) are done in a timely manner, with the support of the Finance and Operations Director.
- Ensure that HR functions and documents are kept organized and updated (including position descriptions, required paperwork, updates, benefits, performance evaluations) with the support of the Finance and Operations Director.
- Enter into contracts as appropriate with wisdom and care, seeking advice where appropriate from the Board or legal counsel.
- Work with the Board President to develop meeting agendas for the Board of Directors and Annual Meeting.
- Ensure that staff support is given to committees and Board as needed.

**Fundraising and Public Relations:** The Executive Director leads the agency's fundraising efforts and is the public spokesperson for the organization.

- Direct fundraising efforts, including establishing and maintaining funder partnerships, leading the grant writing process, and supervising the Development Manager.
- Strategically establish and maintain relationships and partnerships to increase access to resources and support the mission of MACLT in Dane County. This includes regular attendance at the Madison Rotary Club and strategic meetings, coffees, and lunches with key local funders.
- Oversee the messaging, image, and branding of the organization, with the support of the Development Manager, to ensure a clear, engaging, and coordinated message is shared by all board and staff members, and in all public representation of MACLT.
- Maintain and build partnerships with local agencies to ensure that programs are maximizing partnership and collaborative opportunities.
- Represent the organization at local events, community gatherings, workshops, training, to community leaders, and community-based organizations.
- Be available for public speaking, consulting, collaborating, and otherwise participating in affordable housing planning, coordination, projects, and collaborative grants in the community or with key partners.

**Program Support and Stewardship Services**: The Executive Director oversees programmatic activities and directs staff to follow the policies and procedures of MACLT regarding home transactions and stewardship.

- Oversee sales and resales of MACLT homes with the support of the Housing Director and staff team, ensuring that MACLT is:
  - Maintaining a waiting list and following MACLT's policies for choosing homeowners.
  - Conducting regular homeowner orientation courses and educating prospective buyers about the special conditions on the use and resale of their homes.
  - Correctly calculating the formula-determined purchase option price at time of resale.
  - Keeping clear and organized data and documentation of activities and real estate transactions.
  - o Correctly reviewing income-eligibility of prospective homeowners.
  - Reviewing and approving Qualified Capital Improvements applications in line with MACLT policies.
- Oversee stewardship of MACLT homes and relationships with homeowners, with the support of the Housing Director and staff team, ensuring that MACLT is:
  - o Developing resources and referring homeowners to affordable maintenance services and classes.
  - Pursuing funding and partnerships to assist homeowners with maintenance and to allow for rehabilitation by MACLT between homeowners when possible.
  - Communicating with homeowners regarding the requirements in the ground lease to encourage clear and smooth enforcement.

- Keeping MACLT's resident members up-to-date and engaged in the activities of the organization.
- o Assisting in curing defaults and preventing foreclosures.
- Reviewing and approving (as appropriate) refinancing of resale-restricted homes.
- Work with MACLT staff and Board to revise policies and procedures as appropriate as part of continuous improvement of MACLT.

#### **Project Management and Real Estate Development:**

- Work toward new property acquisitions and development to reach MACLT's goal of having 100 permanently-affordable homes in the land trust by 2030.
- Ensure that new projects will bring quality assets into MACLT's portfolio toward the mission of preserving the affordability of land and housing for low-income people in Dane County.
- Take responsibility for managing housing development projects, taking appropriate levels of risk, seeking the support of the Housing Development Advisory Committee, consultants, staff, and legal counsel where appropriate.

#### Knowledge, Skills and Abilities Sought

#### **Required Qualifications:**

- Significant successful experience in nonprofit management, including supervision of staff, team leadership, and evidence of staff growth and development.
- Demonstrated fundraising success, including relationship-based fundraising and grant writing.
- Strong strategic financial skills for multi-year budgeting, financial planning, and risk mitigation in housing development activities.
- Experience as an effective advocate for structural change, grounded in principles of racial equity and social justice.
- Office software proficiency, including Microsoft Office, Google Workspace, QuickBooks, and apps supporting time management, payroll, task management, communication, and other functions.
- Ability to interact in a professional, courteous, and confidential manner with others and to function as an ambassador of the organization in a wide variety of venues and circumstances.
- Strong organizational and communication skills and a demonstrated ability to follow through on commitments, responsibilities, and tasks.
- Willingness to learn about housing development best practices and seek professional guidance on the particulars of CLT housing development.

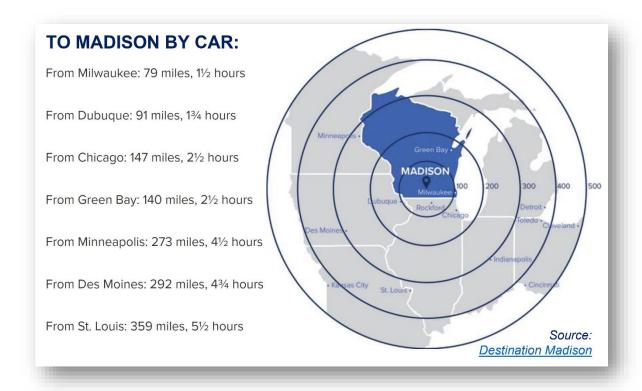
#### **Desired Qualifications:**

- Experience with Community Land Trusts or other affordable housing nonprofits.
- Experience leading housing development activities.
- Experience with community engagement, community organizing, or working with disenfranchised populations.
- Flexibility and willingness to grow in response to needs or changes in the field.
- Ability to be innovative and resourceful while planning and organizing a demanding workload.
- Understanding of how to create and carry out logic models and work plans.
- Demonstrated success in political advocacy.
- Experience working remotely (locally) and supervising a remotely-working team with virtual meetings, flexible schedules, and digital work products.
- Spanish language skills would be helpful. MACLT is increasing its outreach to Spanish-speaking communities, and at times has relied on translators and interpreters.

# job location: Madison, Wisconsin

MACLT is located in Madison, Wisconsin.

This is a hybrid position with considerable flexibility for remote work. Still, the Executive Director is expected to reside in the Madison metro area, to work in the MACLT office on a regular basis, and to be able to travel to meetings and MACLT properties around the Madison metro area as needed. In addition, the Executive Director may need to report to MACLT locations in person on short notice as operational needs require. Occasional evening work will be expected to attend organizational governance meetings.



## about Madison, Wisconsin

Madison, Wisconsin is a vibrant city of over 280,000 residents. Its Dane and Green County metro area is home to over 600,000 residents. It is the state's fastest growing metro, and its second largest metro, after Milwaukee.

Madison is the capital of Wisconsin, a world-class <u>research & technology university</u> city, and a thriving creative-class hub.



Nestled on a chain of scenic lakes, the Madison region has been home to the <u>Ho-Chunk nation</u> for over 11,000 years. Its Ho-Chunk name is <u>Dejope</u>, meaning "Four Lakes." The region also has the world's largest concentration of <u>Indian effigy mounds</u>. There are dozens on the University of Wisconsin-Madison campus alone.

Madison is consistently named one of the <u>best places to live</u> in US nationwide rankings and surveys. Madison earns accolades for its <u>green</u> & <u>healthy</u> lifestyle, its <u>gender parity at work</u>, its <u>educational attainment</u>, its <u>equitable, family-friendly neighborhoods</u>, its <u>sports</u>, its <u>great beer</u> scene, and even its <u>happiness</u>. (See Madison <u>fun facts</u> and <u>things to do</u>)

Madison has the strongest local economy and job market in its region, if not nationwide. Wisconsin's unemployment rate consistently trends below the US average. Dane County (metro Madison) is consistently the lowest-unemployment county in Wisconsin, with 2.8% unemployment in May 2025. (Compare to unemployment rates of 3.3% statewide and 4.0% nationwide). National and global companies headquartered in metro Madison include Epic Systems, American Family Insurance, Exact Sciences, Lands End, TruStage, Promega, ETC, and Sub-Zero.

Madison has a vibrant nonprofit sector. Locals like to say Madison has the most nonprofits per capita of any US city. (Don't tell them this report ranks Madison #2!)

Despite a median home price of \$558,402, Madison offers a lower cost of living than many desirable metros.

Madison's racial and ethnic demographics: 70% non-Hispanic White, 9% Hispanic, 8% Asian, 7% Black, 6% other.

Business and civic organizations active in Madison include the <u>Greater Madison Chamber of Commerce</u>, <u>Downtown Madison Inc.</u>, the <u>Madison Black Chamber of Commerce</u>, the <u>Wisconsin Latino Chamber of Commerce</u>, the Hmong Wisconsin Chamber of Commerce, and the Wisconsin LGBT Chamber of Commerce.

# salary and benefits

MACLT's Executive Director position has a salary of \$110,000 - \$130,000.

MACLT's employee benefits include:

- Employer-subsidized health plan.
- Access to a dental plan.
- Retirement plan with employer match.
- Generous paid time off, including six weeks of accrued Paid Time Off and two weeks of flexible Holiday Time per year.



Groundbreaking on 4 new MACLT homes in Madison's Owl Creek neighborhood. Photo provided by MACLT.

# interested?

Please apply confidentially: bit.ly/maclt-apply

**Deadline:** rolling. The position is open until filled. It was announced on **July 17, 2025**. Rather than setting an application deadline, we are considering applications and holding interviews on a rolling basis. For best consideration, please apply promptly; and please complete all questions in the application, including the cover letter/personal statement. Our goal is to fill this position by **November 2025**.



Elsa Floyd walks through her new house with MACLT Executive Director Olivia Williams, left, and Madison Mayor Satya Rhodes-Conway. Photo: John Hart, Wiscosin State Journal.

MACLT has exclusively retained <u>Peter Gray Executive Search</u> to conduct the search for its new Executive Director. Peter Gray Executive Search is a social impact executive search firm in Madison, Wisconsin.

MACLT and Peter Gray Executive Search are equal opportunity employers, committed to attracting candidates representing a diverse range of backgrounds. MACLT strongly believes it benefits from the perspectives and talents of a racially and culturally diverse staff.

# about peter gray executive search



<u>Peter Gray</u> (he/him) is a recovering Wall Street recruiter who now recruits social impact leaders and fights bias in hiring.

As founder and CEO of Peter Gray Executive Search, he guides nonprofit organizations and social impact employers through leadership succession and other strategic hiring. He also trains employers on diversifying hiring outcomes, and coaches individuals on overcoming bias in job search and career advancement.

Peter began his career in executive search at Korn Ferry in New York City.

Peter gives back as a member, adviser, and supporter of several nonprofit and civic organizations. A former Boys & Girls Club kid, he serves on the board of the Boys & Girls Clubs of Dane County. Through his own <u>fundraising</u> and his <u>leadership of fundraising campaigns</u>, he has helped raise over \$10 million for the Boys & Girls Clubs.

Peter holds a BA from Harvard University, and an MBA from Columbia Business School.

peter@petergraysearch.com (608) 616-5165 linkedin.com/in/graypeter