



Chief of Staff
Green & Healthy Homes Initiative
Baltimore, MD

THE SEARCH

The Green & Healthy Homes Initiative (GHHI) seeks a nonprofit professional with exceptional decision-making skills, content area expertise, personal integrity, deep emotional intelligence, and a strong understanding of organizational systems to join its team as Chief of Staff. GHHI is known as the preeminent nonprofit organization addressing the social determinants of health, opportunity, and equity through the creation of healthy, safe, and energy-efficient homes. The Chief of Staff will play an essential role in the continued ability of the organization to deliver on its priorities and respond to new strategic opportunities.

Founded out of a grassroots volunteer effort to eradicate childhood lead poisoning in Baltimore, GHHI is now the leader in development of innovative, scalable, and integrated solutions for advancing health, housing, energy, and climate policies and programs that prioritize historically disinvested communities across the nation. GHHI is a regular advisor to the White House, federal agencies, state and local governments, healthcare, and philanthropic investors.

GHHI addresses home health and energy efficiency needs through a holistic intervention model that integrates effective service delivery, policy change, and the development of sustainable funding mechanisms. In recent years, GHHI has created innovative programs to improve the delivery of services and to ensure the efficient use of resources to reduce lead poisoning (in Maryland by 98%), asthma, and injury in low-income housing while improving energy efficiency, all through the lens of economic, racial, and environmental equity.

In addition to its national-scale advocacy and technical assistance work, GHHI provides local direct services, contributing to the creation of healthy homes for families and individuals in twenty-four states and Washington, D.C. The scope of GHHI's impact ranges in scale from building healthy homes to influencing national policy, and all of GHHI's efforts aim to improve the health and well-being of people, families, and communities.

Reporting directly to the President and CEO, the Chief of Staff will translate the vision and direction from the CEO, through the senior leadership, to provide strategic direction to all program and operational functions at GHHI, with oversight of the organization's \$15 million budget and 54 employees. With a core team of five to seven senior staff reporting directly to them, the Chief of Staff will ensure that GHHI has the organizational structures, processes, and personnel in place to further advance the mission and

respond to new opportunities. The Chief of Staff will support the development and delivery of programs and services, find efficiencies in administration, and maintain clear channels of communication to deliver the exceptional outcomes for which GHHI is known. The Chief of Staff will also function as an ambassador for the organization, representing GHHI with donors, public and private funders, board members, and elected officials as well as with staff and leadership.

GREEN & HEALTHY HOMES INITIATIVE

Mission, Impact, and Values

The [mission](#) of the Green & Healthy Homes Initiative is to address the social determinants of health, opportunity, and equity through the creation of healthy, safe, and energy efficient homes. By delivering a standard of excellence in its work, GHHI aims to eradicate the negative health impacts of unhealthy housing and unjust policies for children, seniors, and families to ensure better health, economic, and social outcomes in historically disinvested communities – with an emphasis on communities of color.

The scope of outcomes that GHHI delivers ranges in scale, from building healthy homes to influencing national policy. Ultimately, all of the organization’s work is oriented toward improving the health and well-being of people and families. Across its programs, GHHI delivers:

1. Government innovation in service delivery and cost savings.
2. Measurable improvements in health, economic and social outcomes for children and families.
3. Development of community-based green jobs and social enterprise.
4. Healthy, safe, stable, and affordable homes.
5. Increased family economic security including wealth retention and reduced family displacement.

GHHI fosters a sense of community within its organization by putting into practice the following set of core values: assume good intent; deliver on time and with excellence; work with transparency both internally and externally; lead with kindness; and ensure racial equity, inclusion, and belonging in all they do.

History

Founded in 1986 as Parents Against Lead, a grassroots volunteer effort, the organization grew into The Coalition to End Childhood Lead Poisoning (CECLP), which in 1993 became a 501c3 nonprofit that develops, implements, and promotes programs and policies to eradicate childhood lead poisoning in order to create healthy homes. In 2008, the White House Office of Recovery tasked the organization to lead national efforts to integrate lead hazard control, healthy homes, and weatherization and energy efficiency work. To reflect this expanded mission, CECLP changed its name to what it is known as today: Green & Healthy Homes Initiative (GHHI).

Programs and Initiatives

GHHI is a unique organization in that it spans national-scale [advocacy](#) and [technical assistance](#) work and local direct [service](#), contributing to the creation of healthy homes for families and individuals in twenty-four [states](#) and Washington, D.C. GHHI integrates funding from private and public sources to support a broad range of initiatives and programs that advance the organization's mission. GHHI invests in comprehensive housing interventions, with health-based standards that incorporate energy efficiency, to yield significant improvements in health, economic, educational, and other social outcomes.

GHHI's efforts aim to improve the health and well-being of people, families, and communities across its programs, through:

Resources

- GHHI provides toolkits and policy action guides with recommendations to eradicate lead poisoning through preventative measures that remove lead from residential paint, establish protective drinking water standards, prohibit the use of lead pipes and plumbing, eliminate leaded gasoline, and reduce industrial emissions.
- GHHI's in-person healthy housing services and Virtual Healthy Homes Kits provide a wide variety of resources, including operational protocols, best practices, data management planning, and assessments to protect individuals and families from home health hazards.
- GHHI provides a comprehensive database of publications, webinars, and videos including policy briefs, reports, and how-to guides for audiences including parents and caregivers, homeowners, contractors, and policymakers.

Public Policy

- GHHI conducts national policy and program work to inform and support the development of a new national housing standard that will overhaul the nation's housing stock in a manner that properly protects the health and safety of all families while also improving energy efficiency. Using both quantitative and qualitative information generated from individual sites, GHHI also looks at impacts on neighborhood stabilization, wealth creation, and family economic stability.
- GHHI has published the *Strategic Plan to End Childhood Lead Poisoning*, which highlights the necessity for eradicating lead at the local and national scales. Goals encompass increasing the budget for lead hazard, working in tandem with The Federal Housing Finance Agency, FHA, HUD, the US Department of Agriculture, and the Veterans Administration to lead hazard remediation, and revising legislature at the local and national levels for safer buildings.
- GHHI has proposed federal legislation that is designed to advance racial equity and environmental justice through \$200 billion in total housing infrastructure investments in communities, recognizing that eradicating lead and other hazards will produce generational benefits in health, education, and lifetime economic benefits for children in communities of color that have been disproportionately burdened by lead's toxic legacy.

Services

- GHHI provides direct services that afford residents the opportunity for home assessments, hazard intervention and remediation, energy and weatherization services, family advocacy, legal services, and services for the elderly. GHHI currently has service teams based in Baltimore, Maryland; Jackson, Mississippi; Providence Rhode Island; Memphis, Tennessee; Lancaster, PA; Detroit, MI and Trenton, NJ.
- GHHI is an experienced technical assistance provider that offers guidance to clients in government, healthcare, and nonprofit sectors to implement integrated healthy housing programs as well as a wide array of services in capacity building and innovative financing.
- GHHI also offers workforce development programs to train the next generation of green workers. Skills developed through GHHI workforce training include energy audits, weatherization, lead hazard control, comprehensive housing assessments, code compliance, as well as general professional and safety skills.

Leadership

As the President and CEO, Ruth Ann Norton created the Green & Healthy Homes Initiative to advance racial and health equity through healthy housing. During her thirty-year tenure, Norton has developed over 45 pieces of successful healthy housing legislation that focus on reducing health disparities. Through GHHI's work with healthcare partners and jurisdictions nationally, Norton spearheads a technical assistance team that is creating sustainable models for Medicaid reimbursement for preventive asthma and household injury services. With the implementation of the GHHI comprehensive housing intervention model and its best practices toolbox, cities are improving the ability of children to arrive at school healthy and ready to learn and schools are seeing a reduction in asthma-related absences. Norton's steadfast dedication to housing equality and innovation has earned GHHI the Housing and Urban Development Secretary's Award for Healthy Homes and the Environmental Protection Agency's National Environmental Leadership Award in Asthma Management.

GHHI is governed by a ten-person Board of Directors made up of professionals with expertise in philanthropy, social justice, community management, media and communications, and policy, as well as local community members and leaders in the places where GHHI works.

THE ROLE

Reporting directly to the President and CEO, the Chief of Staff will translate the vision and direction from the Office of the CEO, through senior leadership, to provide strategic direction to all program and operational functions at GHHI, including oversight of the organization's \$15 million budget and 54 employees. With a core team of five to seven senior staff reporting directly to them, the Chief of Staff will ensure that GHHI has the organizational structures, processes, and personnel in place to advance the mission and respond to new opportunities. The Chief of Staff will oversee the development and delivery

of programs and services, find efficiencies in administration, and maintain clear channels of communication, enabling the President and CEO to fully focus on the organization's strategic priorities.

The Chief of Staff will have internal and external facing responsibilities and will work across all program and operational functions to deliver the exceptional outcomes that GHHI is known for. The role will require an analytical and data-driven approach to success, with the ability to adapt programs and operations to take on new opportunities in line with GHHI's mission, vision, and values. The Chief of Staff will be expected to serve as an ambassador for GHHI and stand in for the President and CEO, including representing the organization with donors, public and private funders, board members, and elected officials as well as with staff and leadership, on an as-needed basis.

Opportunities and Challenges

GHHI seeks a Chief of Staff who brings effective decision-making skills, content area expertise, deep emotional intelligence, a strong understanding of organizational systems, and personal integrity. The Chief of Staff will address the following key opportunities and challenges:

Provide partnership and support to the President & CEO

The Chief of Staff will work closely with the President and CEO, serving as a sounding board, resource, and support. They will take on responsibilities and decisions that enable the President & CEO to achieve gains in productivity and impact, ensuring that the time of the President & CEO is strategically directed. The Chief of Staff will make certain that the organization's strategy and the CEO's key priorities are effectively implemented and successfully executed, and that the CEO is fully informed on critical issues impacting the organization. This person may also represent the organization at a range of internal and external meetings.

Operationalize policies and procedures for continued organizational effectiveness

The Chief of Staff will provide programmatic and operational leadership, sustaining GHHI's excellent reputation as a trusted partner, service provider, and advocate. They will be responsible for identifying and instituting operating efficiencies and procedures that increase the staff's effectiveness in delivering the day-to-day activities that advance the mission. The Chief of Staff will play a crucial role in evaluating future trends and work in partnership both internally and externally to foster new programming in response to emerging needs. The Chief of Staff will remain adaptive, identifying ways to deftly deploy resources for GHHI's operations while also thinking strategically to assess and plan for the future.

Support staff growth and retention

The Chief of Staff will ensure that the organization is adequately staffed and has the internal scaffolding to meet existing and emerging needs. They will play an active role in the development and support of the

leadership team. This will include evaluating and supporting current team members and determining additional needed capacity. The Chief of Staff will ensure that support mechanisms are in place to improve employee productivity and retention and identify opportunities for professional growth and upward mobility within the organization.

Manage external relations and represent the organization with key stakeholders

As second in command to the President and CEO, the Chief of Staff will participate in external relations functions, including local and state policy advocacy, media and public relations, and fundraising and donor cultivation. In coordination with the President and CEO and the senior leadership team, they will participate in advocacy efforts at the local, state, and federal levels including engaging with elected officials. The Chief of Staff will be an effective communicator who will serve as a stand-in for the President and CEO with both internal and external parties including staff, donors, funders, board, and elected officials.

Promote a shared culture of collaboration with emphasis on diversity, equity, and inclusion

The Chief of Staff will play an essential role in fostering employee engagement and creating a workplace that embodies respect, collaboration, and joy. They will bring humility to their role as a leader in the organization's ongoing commitment to racial equity across all dimensions of the organization and its work. The Chief of Staff will thoughtfully steward change management efforts, keeping team members informed of important activities and milestones, and engaging with employees on a regular basis through formal and informal methods. The Chief of Staff will embody GHHI's existing culture by providing an approachable and visible presence, clear and frequent messaging to staff, and a problem-solving attitude.

Qualifications and Experience

GHHI seeks a Chief of Staff who is a strategic thinker, effective communicator, seasoned manager, and superb relationship-builder. While no one person may possess all the qualities listed below, the ideal candidate will bring many of the following professional experiences and personal attributes:

- Knowledge of GHHI's core topics of focus, including policy, green building, public health, and workforce development.
- Strong executive disposition and ability to influence and drive strategy both internally and externally for the organization and to organize and manage a heavy and complex workload.
- Excellent critical thinking and analytical skills, ability to use data to drive decisions and outcomes.
- Demonstrated ability to gain and maintain the support and confidence of a broad range of constituents, including business leaders, philanthropic partners, government officials, and staff.
- Experience with local, state, and federal policy and advocacy.
- An entrepreneurial spirit and demonstrated ability to strategically evaluate and execute existing and new opportunities.

- High emotional intelligence and excellent interpersonal skills; integrity and values consistent with GHHI's mission.
- Highly developed organizational and communication skills, including the ability to communicate verbally and in writing with all levels of internal and external stakeholders.
- Strong track record of facilitating, mediating, or driving difficult conversations and decisions; adaptable and reliable in managing conflict, crisis, or changing priorities.
- A demonstrated commitment to diversity, equity, and inclusion, and the ability to build strong and trusting relationships with a diverse range of individuals and groups.
- Significant management experience in a comparable mission-driven context; at least five years of experience at the executive level.
- Advanced degree in law, public health, building sciences, public administration, or related field preferred.

TO APPLY

All inquiries, nominations, and applications with resumes and cover letters may be submitted to:

Karen Avery, Partner

Nella Young, Senior Associate

Gigi Mensah, Associate

<https://www.imsearch.com/search-detail/S8-814>

GHHI is an equal opportunity employer. We evaluate qualified applicants without regard to race, color, religion, creed, disability, veteran status, advanced education, marital status, age, sex (including pregnancy), sexual orientation, gender identity, gender expression, national origin or ancestry, genetic information, and other legally protected characteristics, in accordance with applicable laws.