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CONSULTING PARTNERS
Strategic Talent Acquisition & Retention Solutions



HCGA is conducting a search for the position of:

CEO

November 2018

POSITION DESCRIPTION:

Title:	Chief Executive Officer
Company:	The Delores Project
Reports to:	Board of Directors
Direct Reports:	Senior Staff and Volunteers
Location:	Denver, CO
Website:	www.theDeloresproject.org

AGENCY OVERVIEW:

The Delores Project provides safe, comfortable shelter and personalized services for unaccompanied women and transgender individuals experiencing homelessness. We also work to end homelessness by advocating for housing solutions.

The 2019 budget (6/30 fiscal year) is \$1.4 million. Approximately 20% of revenue is in-kind or government contracts, so Delores is primarily privately funded. A strong 12-member board is in place. There are 22 employees, most of whom are program staff working in the shelter. Delores has robust community engagement, primarily in the area of food service; 90%+ of our meals are prepared and provided by volunteers.

What We Do

Individuals experiencing homelessness require more assistance than one or two nights at a shelter. The Delores Project offers a wider range of shelter options flexible enough to differentiate services to meet clients “where they are” on the continuum of need.

Emergency Shelter offers emergency shelter for up to one week on a first come, first served basis. Guests receive meals, hot showers, bus passes, toiletries, a clean bed, a phone for local calling, limited referrals to community support services and the option to be placed on a wait list for extended stay programs. They actively participate in shelter chores and on the Guest Advisory Committee and are encouraged to foster a positive, safe and hospitable environment in the shelter. On average, 15-20 emergency beds are in use each week

Extended Stay Shelter offers longer-term interventions geared towards stability through case management. There are three programs within which Extended Stay guests may participate: Steps to Stability, Community Partners, and Community Transitions. These programs work in synergy to provide responsive programming best-suited to each guest’s differentiated needs;

Steps to Stability provides safe, reliable shelter paired with individualized case management, support services, and community referrals for up to 22 guests at a time. The Delores Project provides a broad range of services for guests who participate in Steps to Stability. Guests work closely with the Transitional Advocate in the areas of goal-setting, financial counseling, employment counseling, medical assistance, and transportation assistance. In addition, guests receive support through the complicated legal and logistical process of obtaining documents (e.g. ID cards, birth certificates), filing for benefits, and navigating the legal system (e.g. attending court). The Transitional Advocate is SOARS trained, an intense process that allows her to work directly with guests and act on their behalf to obtain SSI/SSDI benefits. This requires a large time commitment for each guest, but they have greater success in achieving stability. The goal is for guests to develop an external support network for stability in physical/behavioral health, income, food security, and permanent housing.

The Community Partners Program serves individuals receiving case management and specialized support services through a partner agency (e.g. The Gathering Place, Mental Health Center of Denver). The individuals Case Manager works with the Shelter Manager to ensure each guest is moving forward towards stability.

The Community Transitions Program assists individuals after being released from the Department of Corrections. These guests work exclusively with a Community Reentry Specialist to accomplish individualized goals once referred to the program and to continue moving forward towards stability;

Permanent Supportive Housing will provide 35 units of low-income supportive housing to keep residents permanently housed for as long as they desire by utilizing Housing Advocates, Peer Navigators, and providing onsite support from the agency and its partners including Colorado Access, Mental Health Center of Denver, and Bayaud Industries. Planned opening is March 2019;

Advocacy offers collaboration for community leaders with The Delores Project serving as a voice for all those served and addressing the affordable housing crisis in Denver. Delores has developed significant expertise in shelter best practices and we are often asked to participate in advisory work on behalf of the community. For example, we were represented in the work by the Office of Economic Development to create an affordable housing funding stream, and in work to update the shelter code that impacts shelter operations. Delores is also a member of the Denver Women's Collaborative and a new service provider group, the Homeless Leadership Council.

Board of Directors

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United States District Court

Sue Reilley
Group 14 Engineering

Cindy Prado-Gutierrez
Human Resources Consultant

POSITION SUMMARY:

The Chief Executive Officer (CEO) is responsible and accountable for the leadership, strategy, planning and advocacy, fund development, program management, organization management, financing and legal compliance of The Delores Project (TDP) in accordance with TDP's mission and vision. In local, regional, state and national arenas, the CEO positions the organization at the forefront of non-profit industry leaders. The CEO ensures that TDP guest services and objectives are responsive to and in alignment with current and anticipated community and market forces. The CEO directs the effective and efficient operation of guest and administrative services, identifies and initiates fundraising, development and partnership opportunities and develops strategies to attract resources to generate independent financial support. The CEO fosters an environment that sustains an engaged and effective staff and board of directors that excels in fiduciary, development and consultative responsibilities.

ESSENTIAL DUTIES & RESPONSIBILITIES:

ORGANIZATIONAL & COMMUNITY LEADERSHIP

- Focuses on quality, recognizing the responsibility for growing, enhancing and protecting the reputation and brand of TDP in all interactions, both internally and externally.
- Participates with the Board of Directors and Staff Leadership in creating and developing a vision, values and strategic plan, including short-term and long-term strategies;
- Implements, monitors, measures and evaluates programmatic results
- Ensures coordination and alignment of TDP activities to strategic direction including resource and fund development, program and policy development, community outreach and systems, staff alignment, and advocacy initiatives.
- identifies, assesses, and informs the Board of Directors of internal and external issues that affect and impact TDP success
- Creates and issues official correspondence on behalf of the Board of Directors as appropriate and jointly with the Board when appropriate
- Represents the organization's brand, strategy and latest developments and initiatives at community events and with community partners to enhance the organization's profile and is considered a thought leader in the industry

FUND DEVELOPMENT

- Ensures a strategic and comprehensive fund development plan that identifies prospects, cultivates and stewards donors and enhances TDP's short and long term diversified funding base
- Creates and promotes growth-oriented, innovative revenue strategy that ensures a diverse base of funding opportunities including individual, corporate, foundation and public sector funders
- Identifies, develops and maintains loyal and long-term relationships with key donor segments as identified in fund development strategy
- Promotes a culture of fundraising within TDP, at the staff and Board level

STRATEGY & PLANNING

- Develops and drives innovative strategy of TDP within the broad context of the local and regional landscape, taking a leadership role in driving a collaborative process with the Board and staff that results in an annual operational plan and budget
- Ensures sufficient capital and human resources are in place to carry out strategies and plans
- Uses performance measurement and metrics to guide strategic and operational decision-making

BOARD DEVELOPMENT & RELATIONSHIP MANAGEMENT

- Ensures development of a diverse and inclusive Board of Directors reflective of the community and guests TDP serves; acts as principal resource to the Board; provides leadership to and support of the Board in areas of policy governance, financial oversight, long-range planning, program development and fundraising
- Engages and partners with the Board of Directors to leverage and secure resources, and contribute expertise and advice on short and long term strategic goals
- Ensures open communication with the Board of Directors about the measurement of agency performance against stated objectives and metrics

STAFF LEADERSHIP & DEVELOPMENT

- Leads with a focus on and accountability for building, leading and managing knowledgeable, high-performing staff teams, ensuring all teams are aligned and collaborating to achieve exceptional results
- Assesses organizational capacity to implement strategies and identifies gaps in systems, resources and staffing
- Directly supervises Senior Leadership positions and establishes individual goals and practices to achieve those goals
- Ensures that goals of inclusiveness and diversity among staff are met
- Establishes and employs a performance management system for employees that effectively measures performance and documents goals, status and accountabilities
- Ensures the organization has high caliber staff with skills and knowledge appropriate to meet the needs of the organization with the ability to positively meet TDP objectives
- Attracts, retains, develops and leverages staff talent. Creates an environment where staff is engaged and performing at high levels. Institutes and utilizes an effective performance management system for all employees that includes annual objective setting and evaluation

PROGRAM MANAGEMENT & DEVELOPMENT

- Ensures creation, development and delivery of innovative programs for guests, maintaining and promoting standards of quality utilizing best practices to establish benchmarks and metrics
- Promotes an environment of continuous improvement in service quality and delivery as a champion for innovative solutions in temporary housing and permanent supportive housing
- Assures the continuity of top volunteer direction through a program of cultivation, recruitment, and motivation of diverse community leadership; ensures engagement of a core of diverse volunteers

ADVOCACY

- Raises the public profile of TDP by serving as the organization's advocate and spokesperson within the community, including with other service providers to individuals experiencing homelessness, governmental entities, potential donors and the media; represents TDP at community events to enhance TDP's profile within the community
- Provides leadership and project management in the community on social and policy issues that impact TDP, including homelessness, LGBT community concerns, affordable housing, poverty, mental illness, transportation, racial equity and employment practices; partners with housing organizations and outside agencies, as appropriate.

FISCAL & FINANCIAL MANAGEMENT

- Maintains highest level of accountability for the operational and fiscal integrity of TDP utilizing framework and policies set by the Board of Directors
- Works with the Business and Finance Director to manage organizational spending, monitor budget compliance, and mitigate financial risks

REQUIRED KNOWLEDGE, SKILLS & ABILITIES: (“MUST HAVES”):

A successful candidate for the CEO position will possess, at minimum, significant years of relevant and demonstrated leadership experience including but not limited to the following knowledge, skills and abilities:

- Passion for TDP’s mission, vision and values; thorough understanding and demonstrated commitment to the delivery of temporary shelter and advocacy for homelessness, permanent supportive and workforce housing; expertise in the areas of homelessness, mental health concerns and trauma-informed care, especially impacting unaccompanied women and transgender individuals
- Minimum of 8 – 10 years of overall experience in positions with increasing responsibility; 5-7+ years of successful experience in a senior strategic leadership role in the management of organizations of comparable size and mission as TDP, including strategic planning and administration, fund development, program and organization management, and community development
- Ability to successfully lead, select, develop, engage and manage staff, build teams and manage disagreements; sincere commitment to and focus on staff mentorship, coaching and career/personal development
- Excellent and transparent oral and written communication skills, including ability to inspire others and develop connection through public speaking and presentations to diverse audiences within the public, private and corporate sectors
- Ability to build revenue and increase development, fundraising and philanthropic support from individuals, businesses and foundations, effectively advocating and generating assets for The Delores Project
- Impeccable public speaking and platform presentation, communication, negotiation, persuasiveness and diplomacy skills; empathic listening capabilities coupled with executive presence and emotional intelligence

OTHER DESIRED PERSONAL & PROFESSIONAL CHARACTERISTICS:

The ideal candidate will be an intelligent, well-rounded, energetic and confident individual. The candidate must be a team player who works well with sector/industry peers and constituents as well as members of the Board to achieve the goals and objectives of TDP.

Other desired and personal characteristics include:

- Commitment to diversity and inclusion, including racial equity in thought, word and deed
- Ability to work successfully and coordinate with multiple sectors, including nonprofit, governmental agencies, corporate environments and the community at large, especially housing and mental health providers, educators, social service providers, foundations and neighbors
- Knowledge of fundraising strategies, grant process and donor relations unique to the non-profit sector with the ability to translate and enact those skills for TDP's best interests
- Encourages new ideas and innovative approaches to resolving problems and planning for the future
- Strong organizational skills including planning, delegating, program development and task facilitation.
- High moral compass and integrity beyond reproach
- Ability to manage and focus on short-term tasks while maintaining a long-term perspective.
- Is accountable and willing to engage in a measured assessment of risk to change direction or lead new initiatives to support the mission.
- Thrives in a learning environment, with approaches and decisions based on thoughtful consultation and reflection after careful listening; encourages appropriate transparency in thinking, conversation and communications.
- Strong interpersonal skills required to develop internal and external business relationships and affiliations with staff, Board and other stakeholders to promote the mission.
- Budget management skills, including budget preparation, analysis, decision-making and reporting
- High level of professionalism, outstanding organizational and interpersonal skills – all critical to impacting and influencing stakeholders and key decision makers
- Ability to transition to TDP's culture and effectively assimilate into its organization
- Exhibit strong judgment and focused decision-making skills, with a blend of intelligence, knowledge and understanding of people
- A flexible, team player willing to grow with the organization
- A warm, personal style with a good sense of humor

MEASURES OF FIRST YEAR'S SUCCESS:

- Successfully navigate the organization's Arroyo Village transition and leasing up of Permanent Supportive Housing units
- Foster a spirit of growth and healing within TDP's culture
- Broaden, expand and evangelize the TDP story and strategic direction
- Effective management of relations with staff, Board members, guests, volunteers, partners and board
- Demonstrate clear alignment with TDP operations and policies
- Work with staff and Board to achieve or exceed TDP's revenue goals for both operating fund and capital campaign

EDUCATION

- Bachelor's Degree or equivalent experience required (8 years of equivalent experience in positions of growing responsibility); Relevant Master's/Advanced Degree in Non-Profit Management or related field or discipline preferred

COMPENSATION:

TDP offers a competitive salary range from \$100K - \$120K and comprehensive executive compensation and benefits package including but not limited to:

- Company paid health, life, and other miscellaneous programs
- Paid vacation, holidays, sick and personal leave

LOCATION:



WELCOME TO DENVER WHERE 300 DAYS OF SUNSHINE, A THRIVING CULTURAL SCENE, DIVERSE NEIGHBORHOODS AND NATURAL BEAUTY COMBINE FOR THE WORLD'S MOST SPECTACULAR PLAYGROUND.

ABOUT HCGA:

HCGA Consulting Partners, LLC, is a boutique executive search and retention solutions firm founded in 2015 to provide candidates with the best in the marketplace. Founded and focused on providing custom solutions and distinguished service to its clients to improve recruitment and retention ROI and reduce the incidences of regretted talent losses. Learn more about HCGA at www.hcgacp.com.

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