



# Executive Director

Position Description

*Strategic Consulting & Coaching, LLC, is conducting this retained search on behalf of our client, Stepping Stone Emergency Housing.*

## **OUR MISSION**

To provide emergency shelter and critical support services to individuals 18 and older experiencing homelessness while striving toward self-sufficiency.

## **OUR VISION**

Everyone has a place to call home.

## **OUR GUIDING PRINCIPLES & VALUES:**

- Empower individuals to change their lives
- Treat each resident with dignity and respect
- Collaborate with partners in providing services
- Ensure strong stewardship in managing resources

## **ORGANIZATIONAL CULTURE**

Stepping Stone staff are mission-focused and grounded in the organization's values. They are passionate about and dedicated to helping people experiencing homelessness. This is difficult, complex work, which can feel heavy and stressful. However, staff take pride in and value Stepping Stone's unique and effective program model, the 24/7 supports offered to residents, and the person-centered approach. Collaboration is key to the success of the organization, both internally and with community partners.

Stepping Stone has faced and continues to adapt to significant challenges as a result of the Covid-19 pandemic. Stepping Stone staff have confronted each challenge with adaptability, creativity, and a continued commitment to the person-centered approach and to advancing the mission.

## **ORGANIZATION OVERVIEW**

In 1994, Shiloh Ministries started providing shelter to homeless adults and was subsequently established as Stepping Stone Emergency Housing in 2005. Three years later, in 2008, Stepping Stone received nonprofit status, a board of directors was

appointed, and a 16-bed facility was established on Ferry Street, creating the only licensed homeless shelter in Anoka County serving single adults.

In 2012, a new era in ending suburban homelessness began as Stepping Stone vastly expanded capacity and program offerings, with a unique focus on providing tools and resources to help residents break the cycle of homelessness. Today, Stepping Stone provides a 24/7 temporary home for up to 66 youth and adults in a dormitory-style setting. In addition, Stepping Stone is one of only a small handful of shelters in the US that provides a wide array of onsite supports and amenities to help residents move from homelessness to self-sufficiency.

Stepping Stone has an annual budget of \$1.3 million and is the only homeless shelter serving youth (18+) and adults in the five suburban counties of Anoka, Carver, Dakota, Scott, and Washington. In 2018, Stepping Stone provided emergency and programmatic shelter for 472 men and women experiencing homelessness, equating to more than 24,000 nights of shelter provided that year.

## **PROGRAM OVERVIEW**

### **Basic Needs**

Regardless of the program or length of stay, all residents of Stepping Stone are supplied with their basic needs, always. These include:

- Access to the facility 24/7, while an approved resident
- Assigned a room with a bed, linens, pillow, storage locker, and closet
- Three meals per day, plus a snack in the evening
- Showers, including towels, soap, shampoo, conditioner, lotion, deodorant, toothbrush, and toothpaste
- Laundry facility, including laundry detergent
- Clothing provided thanks to community donations

### **Emergency Shelter**

- For individuals who are seeking temporary shelter ONLY
- All basic needs are provided regardless of their length of stay
- Initial stay is 7 days or less with a maximum stay of 28 days within a 365-day period, which begins the first day the individual enters Emergency Shelter
- Maximum capacity of 6 men and 4 women on any given day

- Resident must meet with Case Manager, comply with all rules and regulations, and complete all assigned chores

## Emergency Housing

- For individuals who desire and are willing to work on the issues that contributed to their homelessness
- Directly come from an Emergency Shelter program
- All basic needs provided for regardless of their length of stay
- Maximum planned stay is 90 days, an extension in 30-day increments is allowed
- Required development of Individual Goal Plan (IGP) with Case Manager
- Resident must meet with Case Manager, comply with all rules and regulations, and complete all assigned chores
- Engage in making progress on IGP
- Meet with Anoka County Financial Assistance Worker
- Funding structure: MN state-funded Group Residential Housing, personal contribution, or combination of both

## STEPPING STONE EMERGENCY HOUSING 2020 STATISTICS

In 2020, Stepping Stone served 654 residents experiencing homelessness who were in need of resources and services.

- 61 days was average length of stay
- 64 residents moved into their own homes
- Demographic data
  - 62% Male
  - 36% Female
  - 2 Transgender Residents
  - 5 Non-conforming

## POSITION OVERVIEW

### Executive Director

Stepping Stone is seeking an experienced Executive Director who is well respected as a leader and has a passion for ensuring adults and youth experiencing homelessness have access to quality services. The Executive Director is responsible for developing the strategic direction in partnership with the Board of Directors and has overall strategic and operational responsibility for Stepping Stone Emergency Housing staff, programs,

expansion, and achieving its organizational mission and financial objectives. The ideal candidate will be comfortable engaging in both strategic activities as well as taking a hands-on role regarding program execution and administrative issues.

The Executive Director reports to the Board of Directors and is responsible for Stepping Stone Emergency Housing's consistent achievement of its mission and financial objectives.

The Executive Director will be responsible for and must have strong skills and knowledge in the following:

### **Leadership/Vision**

Through the Strategic Plan, see the big picture and develop strategies/goals for growth.

- Engage the Board, staff, volunteers, and other stakeholders in refining and implementing the organization's vision and mission through the strategic plan.
- Manage programs to ensure alignment with the organization's vision, mission, and strategy.
- Lead an effective management team, with appropriate provisions for succession.
- Maintain a climate which attracts, keeps, and motivates a diverse, top-quality staff.
- Provide leadership in developing programs, organizational and financial plans with the Board of Directors and staff, and carry out plans and policies authorized by the Board.

### **Human Resource Leadership**

- Oversee Human Resource responsibilities ensuring that employees and residents are treated fairly and equitably.
- Attract qualified staff, develop, and retain top staff.
- Provide appropriate supervision, maintain open dialogue, and motivate team to successfully implement organizational programs and achievement of annual and strategic goals.
- Maintain sound human resource policies and practices to support optimal staff and volunteer performance.
- Ensure job descriptions are developed, performance evaluations are held, and sound human resource practices are in place.

## Board Relations

- Maintain an effective working relationship with the Board, focus meetings on topics of highest priority, provide Board with appropriate information to support informed decision making, and support Board development/recruitment.
- Work closely with the Board of Directors to seek their involvement in policy decisions, fundraising, and to increase the overall visibility of the organization.
- Involve Board members as appropriate in fundraising activities.
- Organize and facilitate periodic updates to strategic plan. Lead implementation of approved strategic plan.
- Ensure that the by-laws are up to date and reflective of the Board's decisions.
- Provide training and orientation for the Board, as requested.
- Oversee preparation and organization of Board and committee meetings.
- In coordination with the Board Treasurer and SSEH finance staff, review and report all financial activities to the Board on a regular basis.
- Alert Board of upcoming meetings. Distribute agenda, Board minutes, and supporting handouts.

## Development

Provide overall leadership and supervision of fundraising strategies, help identify funding sources, promote Board and volunteer participation, keep current on information and trends that may affect funding.

- Work closely with Development staff on fund development and marketing efforts.
- Actively engage in fundraising and developing other revenues.
- Oversee marketing and other communications efforts.
- Research, cultivate, and meet regularly with donors and donor prospects.
- Support Development staff in managing the donor database.
- Develop a positive personal relationship with key donors and sponsors to build confidence and trust and ensure an overall quality experience with philanthropy.

## Communication and Public Relations

Serve as primary spokesperson and ambassador to the organization's constituents, the media, and the general public.

- Actively promote Stepping Stone in the community.
- Build and maintain positive relationships with key partners in the district and community.

- Be an effective spokesperson for Stepping Stone and those experiencing homelessness.
- Develop and execute a communications plan, providing greater visibility within the South Metro Area Continuum of Care (SMAC) region and the State of Minnesota.
- Cultivate positive relationships with donors, strategic stakeholders, sponsors, and volunteers.

## Financial Management

Ensure that resources are managed wisely, oversee development of the annual operating budget, manage budgeting and accounting systems in support of the strategic plan, and regularly communicate financials to the Board.

- Work to ensure that adequate funds are available to permit the organization to carry out the SSEH Strategic Plan.
- Work with the staff and the Board in preparing an annual budget.
- Ensure that staff operate within budget guidelines.
- Regularly review financial activities (income and expense) to discern trends, identify areas of improvement, address problems, and develop forecasts.
- Ensure that SSEH financial and accounting policies are consistently followed.
- Review and approve contracts for services in accordance with SSEH bylaws.

## Administration

Manage day-to-day operations effectively, oversee staff responsibly, and encourage growth opportunities.

- At all times, make sure the organization is operating in compliance with all applicable laws and regulations.
- Establish and maintain positive relationships with various organizations and utilize those relationships to strategically enhance SSEH's mission and operational efficiency.
- Work with all departments to ensure that programming and reporting requirements of awarded grants are met.
- Establish employment and administrative policies and procedures for all functions and for the day-to-day operation of the nonprofit, subject to Board approval.
- Effectively manage the execution of the annual budget.

- Ensure that Stepping Stone has a long-range strategy which achieves its vision and mission with consistent and timely progress.
- Maintain appropriate processes, official records, and documents, to ensure compliance with by-laws, federal, state, and local regulations.
- Maintain a working knowledge of significant developments and trends in the field.

## **PERSONAL ATTRIBUTES**

### **The successful candidate will:**

- Have a passion for helping people experiencing homelessness and promoting dignity and wellbeing for all.
- Be comfortable and assertive in many different social and professional circles.
- Build effective relationships with community stakeholders, including those with differing viewpoints or priorities.
- Possess a high degree of compassion, empathy, and integrity.
- Be approachable and a good listener.
- Be an authentic leader who serves as a role model for moral and fair behavior, with a transparent approach to earning the esteem and confidence of employees, volunteers, Board members, donors, and public officials.
- Be a leader who coaches effectively and is seen as a mentor who supports employee growth and nurtures employees toward achieving their highest levels of performance.

## **QUALIFICATIONS**

### **The successful candidate will have:**

- A Bachelor's degree preferably, but not required, in a related field.
- A minimum of five years direct supervisory experience, program development, coordination, and evaluation experience.
- Three-years' experience in providing advocacy and an understanding of the needs of the homeless.
- Ability to develop and maintain positive relationships with a wide variety of people, including, but not limited to, Board of Directors, staff, volunteers, interns, government officials, community partners, organizational donors, media, etc.
- Experience in all aspects of development and fundraising.

- An understanding of state, local, and federal funding sources.
- Skills and enthusiasm for public engagement and presenting.
- Excellent written and verbal communication skills.
- An ability to establish rapport with Stepping Stone Emergency Housing residents.
- An ability to work independently with a strong sense of focus, clarity, be task-oriented, have compassion and empathy, and be non-judgmental, all the while displaying a clear sense of boundaries.
- An ability to work in a variety of settings with culturally diverse people and communities, being culturally sensitive and appropriate.

## **COMPENSATION & BENEFITS**

The executive compensation package for this position is competitive and includes participation in the organization's benefits plan.

## **PLEASE SEND COVER LETTER AND RESUME TO:**

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