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People **Serving** People

ORGANIZATION

PEOPLE SERVING PEOPLE

POSITION

Chief Executive Officer

BRIEF

Ballinger Leafblad is pleased to conduct the search for Chief Executive Officer at People Serving People, Inc. and People Serving People Charities, a social service organization in Minneapolis, Minnesota.



People **Serving** People

ORGANIZATIONAL OVERVIEW

People Serving People is the largest and most comprehensive emergency shelter for families experiencing homelessness in Minnesota and a dedicated leader in homelessness prevention.

People Serving People works with children and their families experiencing homelessness. The organization provides safe and secure shelter and nutritious meals, while offering wraparound and trauma responsive support, which includes educational services, advocacy services, and social support. People Serving People also works upstream to prevent the experience of family homelessness through both program and systems change. This work is done with families, community partners, and volunteers. People Serving People's ultimate goal is to build stability and see families thrive.

Located in downtown Minneapolis, People Serving People has a staff of 95 FTE and operating budget of \$8M.

903

Families Sheltered

193,952

Meals served

47

Day average stay

225

Parents secured employment



2019

AT A GLANCE

6,983

Volunteers

VISION

Healed families.
Transformed communities.

MISSION

We exist to see
families thrive.

SERVICES AND PROGRAMS

CRISIS RESPONSE & EMERGENCY SHELTER HOUSING

People Serving People has 99 hotel style emergency shelter housing units for children and families experiencing homelessness. The units include a bathroom, beds, basic furniture, and a door families can lock behind them to feel safe. Three nutritious meals are served daily in the cafeteria, and diapers and other basic necessities are provided free of charge. After immediate basic needs are met, families are provided access to the following comprehensive Engagement Services to move towards stability.

ADVOCACY

Family Advocates use a strengths based, client-centered approach while working one-on-one with families to address access to various social services. This approach empowers families on their journey towards stability as it builds supportive relationships and connects families to community resources for permanent housing, financial assistance, legal, medical, dental, and other services. Advocates also work with individual guests to explore employment, assess skills and work history, create resumes and cover letters, search for jobs, prepare for interviews, complete job applications, and connect guests to job training resources.



EARLY CHILDHOOD DEVELOPMENT PROGRAM

An on-site, licensed, 4-star Parent Aware rated and NECPA nationally accredited program services the youngest guests in three classrooms, providing developmentally appropriate curriculum and related assessments, and focusing on areas of development and kindergarten readiness.

FAMILY ACTIVITIES

Family Fridays bring families together to enjoy activities such as movies, board games, bingo, monthly birthday parties, or other special events.



FINANCIAL FITNESS

Classes such as "Money in the Bank" expose adult guests to financial skills such as budgeting, savings, and professional communications skills.

SERVICES AND PROGRAMS, cont'd.

K-12 PROGRAMS

After school and evening programs for youth including one-on-one tutoring, homework assistance, and enrichment activities that promote social, emotional, intellectual, and physical growth.

PARENT ENRICHMENT

This program addresses typical child development parenting resources, behavior management, and other related topics, and connect them with community resources.

SUPPORTIVE HOUSING

Ten two-bedroom apartments provide affordable housing to families with multi-level barriers to self-sufficiency. Families can take advantage of many on-site programs and services.

TECHNOLOGY RESOURCE CENTER

The Technology Resource Center fosters computer literacy and provides computer access for job and housing searches and personal communication activities, such as email and social media.

PREVENTION

CENTER OF EXCELLENCE PRESCHOOL AND LEARNING CENTER

The Preschool & Learning Center at People Serving People's Center of Excellence provides continuity of services for families leaving shelter and enables People Serving People to connect with families in the community who are seeking high-quality early childhood education. The licensed center has a 4-Star Parent Aware rating from the State of Minnesota and is designated a Strong Beginnings site by Hennepin County. The organization is proud to have low teacher-child ratios and small class sizes.

SYSTEM CHANGE

COMMUNITY ENGAGEMENT AND PARTNERSHIPS

The lives and experiences of our shelter guests are shaped by the interconnected systems with which they interact. Often, these systems create and perpetuate economic and educational disparities, among others. People Serving People engages in issue advocacy and public policy discussions to help inform lawmakers on the barriers the community faces, helping educate the community on issues related to accessible and high-quality childcare, rental assistance, affordable housing, and childhood trauma and family healing.

Over 30 community partners work alongside those served, and we move forward with a racial and economic equity lens. People Serving People hosts community gatherings, welcoming partners and colleagues from government agencies, schools, and other social service organizations to share and collaborate on trauma-responsive approaches to its collective work in the community.



FAMILY FINANCIAL EMPOWERMENT COLLABORATION

People Serving People, Center for Urban and Regional Affairs (CURA), Research in Action, the Pohlad Foundation, and Hennepin County's Eligibility Work Services (EWS) Division have been concurrently discussing a pilot to reinvent self-pay for the purpose of changing policies to better support attaining housing stability.

MOVING FORWARD
2019 - 2023 STRATEGIC DIRECTION

**STRATEGIC PLAN
FOCUS QUESTION**

How do we continue to build stability for our families today and in the future?

PRACTICAL VISION

In five years, as a result of our work together, we want to see:

Strong team and infrastructure through efficient and effective system, infrastructure enabling mission, and competent, supported, and engaged staff

Transformative change with a racial equity and trauma responsive lens, narrative expansion and leading with empowered families at the center of our community

Service, leadership, and organizational sustainability through sustainably expanded family services and connections in community

Engaged investment through increased brand awareness, volunteerism and giving

STRATEGIC DIRECTIONS

To move toward our vision, we will be:

01. Investing in Human Capital and Infrastructure

This work involves enhancing our brand, strengthening foundational infrastructure, and investing in human capital with a goal of developing plans for facility renewal, technology, and financial systems, increasing staff satisfaction and organizational health, stronger internal and external communications, and multi-year budgeting.

02. Growing Community Capacity and Organizational Sustainability

This will take us toward leveraging organizational assets and knowledge base to grow the broader community's capacity through trainings, conferences, etc. We will explore and develop new business lines - such as prevention, evaluate existing business relationships, and bring intentionality to sustainable growth.

03. Leading with The Voices of Communities We Serve

The direction of this work will take us to authentically engaging community through redefining community engagement, building trust, relationship, reciprocity, and power with guests and identifying ways to amplify guest voice.

04. Driving The Narrative

We will expand the understanding around the way in which systems contribute to the occurrence of homelessness. We will contribute to expanding this educational narrative through defining new narrative principles, utilizing data and storytelling, and engaging broader content partners.

05. Championing Racial Equity

We will work toward engaging in community-wide conversation on the role of race in the experience of homelessness through modeling this on the Trauma Informed Care committee, developing shared language and meaning, and creating greater cultural and racial self-awareness amongst staff.

POSITION PROFILE
CHIEF EXECUTIVE OFFICER

This position is responsible for providing strategic leadership and ensuring the effective administration of all activities, programs and services of People Serving People, Inc. (PSPI), and People Serving People, Charities (PSPC) in accordance with goals and objectives mutually developed with the Boards of Directors.

The CEO is responsible for providing strategic leadership and ensuring the effective administration of all fundraising activities and services of People Serving People, Charities, in accordance with goals and objectives mutually developed with the Board of Directors.

This position is open due to the departure of long-time CEO, Daniel Gumnit, who accepted an opportunity with the Children's Cancer Research Fund.

Essential Responsibilities

- Assures that the organization is making consistent and timely progress with regard to the implementation of its strategic plan.
- Provides leadership in developing programs, organizational and financial plans with the Boards of Directors and staff, and carries out the plans and policies authorized by the Boards.
- Provides leadership in developing organizational and financial plans with the Boards of Directors and staff, and carries out the plans and policies authorized by the Boards.
- Promotes active and broad participation by staff in all areas of the organization's work.
- Maintains a working knowledge of significant developments and trends in providing services to children and their families experiencing homelessness.
- Leads the fundraising department in setting annual income goals. Drives fundraising strategies and campaigns, to spur the future growth of the organization.
- Models leadership behaviors that lead to a productive, professionally competent workforce in an environment respectful of personal well-being, inclusiveness and cultural diversity.
- Encourages staff development and education, and assists program staff in relating their specialized work to the total program of the agency.
- Fosters a climate that attracts, retains, and motivates a top-quality, diverse staff and provides opportunities for advancement.
- Safeguards the fiscal vitality of the organization through monitoring and continuous oversight of budgets and capital assets.
- Works with staff, Finance Committee, and the Boards in preparing the annual budget.
- Ensures that adequate funds are available to enable the organization to carry out its work.
- Promotes the activities of the organization, its programs and goals.
- Establishes and maintains sound working relationships and cooperative arrangements with governmental bodies, community groups and organizations that impact accomplishing the mission of People Serving People, Inc.

POSITION PROFILE
CHIEF EXECUTIVE OFFICER

Essential Responsibilities, cont.

- Establishes and maintains sound working relationships and cooperative arrangements with foundations, community groups and organizations that impact accomplishing the mission of People Serving People Charities, Inc.
- Represents the programs and point of view of People Serving People Charities and People Serving People to agencies, organizations, and the general public.
- Evaluates services being provided based on goals and standards, recommends modifications and proposes new programs to meet current and anticipated community needs.
- Supervises development of clear, concise, and measurable agency and management goals and objectives for board review and approval.
- Is tasked with ultimate oversight of the operational effectiveness of the organization.
- Is accountable to the Boards of Directors and keeps them fully informed on the condition of the organization and all significant factors affecting it.

Management Responsibilities

The CEO is ultimately responsible for overseeing the activities of all of the business functions of People Serving People. A total of 95 professional staff work in the organization. The senior leadership team reporting directly to the Chief Executive Officer includes Associate Executive Director, Sr. Director of Operations & Planning, Sr. Director of Finance, and Director of Development.

Competencies

Leadership – Able to translate goals into specific assignable tasks and to motivate others.

Decision Making – Able to identify and prioritize issues which affect agency needs, to evaluate alternatives based on gains and risks of each and to act decisively.

Program Management – Able to manage programs in a productive manner, implementing the policies and philosophy of People Serving People, Inc.

Interpersonal Skills - Maintains confidentiality; listens to others without interrupting; remains open to others' ideas and tries new things.

Ethics - Treats people with respect; inspires the trust of others; works with integrity and ethically; upholds organizational values.

Planning/Organizing - Prioritizes and plans work activities; uses time efficiently. Completes administrative tasks correctly and on time.

Communication - Listens and gets clarification; responds well to questions; speaks clearly, effectively and persuasively in positive or negative situations. Writes clearly and informatively. Has the presence and capacity to be People Serving People's face to the public.

Teamwork - Balances team and individual responsibilities; gives and welcomes feedback; contributes to building a positive team spirit; puts success of team above own interests; supports everyone's efforts to succeed. Contributes to building a positive team spirit; shares expertise with others.

Adaptability – Able to adapt to changes in the work environment. Manages competing demands. Changes approach or method to best fit the situation. Able to deal with frequent change, delays, or unexpected events.

Technical Skills - Assesses own strengths and weaknesses; pursues training and development opportunities; strives to continuously build knowledge and skills; shares expertise with others.

Competencies, cont.

Fundraising - Able to build repertoire and relationships with individual and institutional philanthropic partners. Comfortable soliciting philanthropic support from prospective donors.

Dependability - Responds to, and forwards directives, from the Board; takes responsibility for own actions; keeps commitments; commits to long hours of work when necessary to reach goals. Completes tasks on time or notifies appropriate person with an alternate plan.

Quality - Demonstrates accuracy and thoroughness; looks for ways to improve and promote quality; applies feedback to improve performance; monitors own work to ensure quality.

Analytical - Synthesizes complex or diverse information; collects and researches data; uses intuition and experience to complement data.

Problem Solving - Identifies and resolves problems in a timely manner; gathers and analyzes information skillfully.

Project Management - Communicates changes and progress; completes projects on time and on-or-under budget.

Budgeting - Budget development and financial control, staff management and development, strategic planning and policy making, as well as strong interpersonal and communication skills are essential.

Qualifications

- Minimum of 10 years of executive management experience. Bachelors' degree required, master's or professional degree preferred.
- Demonstrates inspiring leadership and cultivates trust by leading with authenticity and integrity.
- Experience building and maintaining high performing teams and supporting a culture of staff growth and development.
- Experience working strategically and collaboratively with a board of directors.
- Ability to foster a positive, collaborative work environment; empower others; and share authority.
- Experience in all aspects of development and fundraising for nonprofit organizations, including capital campaigns.
- Experience managing complex financial matters and/or acting in a general management capacity.
- Cultural competence; successful experience working in a diverse multi-cultural work environment.
- Skill and enthusiasm for public engagement and public speaking.
- An understanding of state, local and federal government funding sources and procedures.
- Experience in initiating and developing institutional, professional and community partnerships.
- Strong written and verbal communication skills.
- Commitment and a passion for the mission of People Serving People.

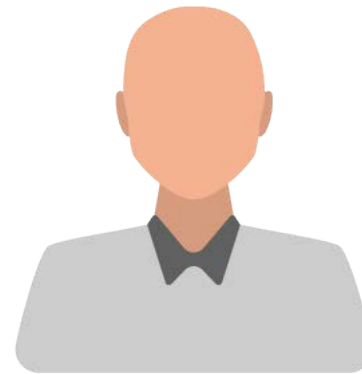
Compensation and Benefits

The base salary range for this position is \$144,000 - \$216,000 and includes participation in the organization's benefits plan.

WE INVITE YOU TO GET IN TOUCH.



Lars Leafblad, MBA
Co-Founder/Partner
612-598-7547
lars@ballingerleafblad.com



Damon Shoholm, MA
Partner
612-723-0824
damon@ballingerleafblad.com

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