



Hospitality House

Position Announcement EXECUTIVE DIRECTOR

Position open until filled –
Internal applicant deadline is Wednesday, March 15, 2017, 5:00pm

Organizational Background

Hospitality House is a progressive, community-based organization located in San Francisco's Tenderloin Neighborhood, Sixth Street Corridor, and Mid-Market Area that provides opportunities and resources for personal growth and self-determination to homeless people and neighborhood residents. Our mission is to build community strength by advocating policies and rendering services which foster self-sufficiency and cultural enrichment.

The organization is driven by five core values: Community Power, the belief that people experiencing the problem will come up with the best solutions; Resilience, anybody can change their lives; Dignity, that all people have equal value and are worthy of honor and respect; Mutual Respect, honoring the dignity of all people is both a right and responsibility; and Self-Determination, that people have the right to make choices about how to live their lives. Our organizational strategies include a commitment to leadership development and peer staffing, low-threshold access to programs, the harm reduction model, and systems change through community organizing and coalition building. We encourage participation from our constituents on all levels of the organization.

Through six innovative and integrated programs, Hospitality House provides community-based solutions to the challenges facing our neighborhoods. The Tenderloin Self-Help Center and Sixth Street Self-Help Center are behavioral health-based community centers that provide a range of emergency and support services using a low-threshold, peer-based, self-help model. The Shelter Program is a small men's dormitory that provides basic emergency shelter as well as one-on-one case management. The Community Arts Program is a unique space where individuals can create, house and sell artwork, offering open studio hours, workshops, a creative writing class, and an opportunity for artists to exhibit and sell their work. The Community Building Program is a hub for civic engagement, leadership development, and community building in the Tenderloin, offering a range of healing engagement, and skills-building opportunities for community residents who have experienced the trauma of poverty and disenfranchisement. The Employment Program offers job readiness services, employment and training resources, and job search support through two neighborhood-based employment resources centers. All programs work together to provide a range of support, resources, and opportunities for people to achieve stability and self-sufficiency.

Hospitality House is a well-respected community institution based on mutual respect for every person, no matter his or her life circumstances. We believe that everyone has the power to change their lives,

given the appropriate resources and support. Most of our staff are peers whose life experiences allow them to connect easily and authentically with participants using a low threshold, harm reduction approach.

Hospitality House is governed by an active and involved 20-member Board of Directors whose members include working and retired professionals in education, health, law, business, and nonprofits; community members who live and work in the neighborhood; participants who are active in the programs; and one staff.

The Executive Director manages a Directors Team comprised of the Director of Programs, Director of Community Initiatives, Director of Finance and Operations, and Director of Development. They also participate in the agencywide Leadership Team, which consists of the Directors Team and eight managers. There are 55 staff members in total as well as an active and growing volunteer program.

For fiscal year 2016-2017, Hospitality House has an operating budget of \$3,986,643. Support from government contracts and grants represents the largest source of revenue at 86%, foundations provide 9%, individuals and events represent about 4%, and earned revenue is at 1%. Hospitality House currently owns our two buildings on Leavenworth and Turk Streets, and we lease the sites on 6th Street and Market Street. We have healthy and growing operating and building reserves.

Position Highlights

Hospitality House is seeking a visionary leader to implement our recently-adopted theory of change, which has identified economic inequality as a primary issue impacting our communities. We need a fierce advocate who understands the causes and consequences of poverty and homelessness, who is dedicated to ensuring that those who have been disenfranchised recognize and leverage their collective power, who embraces and supports community arts spaces, and who will work for a San Francisco where people struggling with poverty can thrive.

Our next Executive Director will be leading an organization with deep connections to the Tenderloin, Sixth Street Corridor, and Mid-Market communities. They must relish being an active part of the community and honor the role of community partner. The Executive Director must be the consummate diplomat and advocate, as collaborations and partnerships with other community agencies are critical to Hospitality House's success. They must have the ability to lead and participate in effective collaborations that make strategic, service delivery and financial sense for the organization and must effectively manage these strategic relationships.

Hospitality House depends on its partnerships with local governments for funding and policy development. The Executive Director will need to be highly effective in working with government officials and clearly understand how San Francisco city and county government works.

The next Executive Director must be a leader who knows how to build a strong team environment based on mutual respect, transparency, open communication, and support. Hospitality House has a staff that is committed and hardworking and is critical to the success of the organization. Respect begins with a leader willing to listen and learn from the team, who can assess its strengths and challenges and develop individual work plans that meet organizational and professional development goals.

Hospitality House's next leader will be taking the reins of a financially solid organization. Over the years, the organization has stabilized and grown financially, and it has been the recipient of increased government funding. Though our fundraising events are highly successful and our individual donors are loyal, the next leader will have an opportunity to build upon this fundraising success. The Executive Director must be a confident and proven fundraiser who can support the Director of Development to achieve increased fundraising success.

This position requires a leader with the highest level of integrity who has respect for Hospitality House's legacy and history of service and advocacy. The Executive Director should be an optimist, with a passion for our mission, who believes people and communities are resilient. This is an exceptional opportunity for a proven leader who wants to take a well-respected, community asset to new heights of effectiveness and impact in building a better community for us all.

Responsibilities

The Executive Director is responsible for oversight of the programs, fundraising, finance, and operations consistent with the agency's mission, theory of change, philosophical principles, and ethical standards. The position directly supervises four Directors and one Assistant, and works collaboratively with the agency's management staff as part of the Leadership Team.

The specific responsibilities of the Executive Director include the following:

Leadership

- Provides visionary, strategic and operational leadership meeting Hospitality House's vision, mission and values; ensures best practices are instituted throughout the organization.
- Translates theory of change priorities into clear and attainable work goals to be implemented; working with senior staff, monitors results and keeps the Board closely apprised of progress and challenges.
- Maintains a regular and visible presence in all areas of the organization to stay connected with operational and program needs and the needs of program participants, to support the staff and volunteers, and to ensure organizational priorities are being met.
- Creates a safe, productive, diverse and healthy work environment for staff and volunteers.
- Mentors and supervises senior staff, ensuring they receive annual performance evaluations based on clear expectations reflected in position descriptions and annual work plans.
- Recognizes the talent on the team and is comfortable delegating responsibility. Seeks staff input routinely.
- Ensures staff and volunteers have the training and professional development needed to excel in their positions.
- Serves as the organization's lead spokesperson.

Fundraising and Communications

- Possesses a thorough knowledge of the organization's history, accomplishments and challenges.
- Supports in the creation of a diversified fundraising and stewardship strategy for individuals, foundations, and corporations with an emphasis on expanding the donor base and moving donors to greater levels of giving.
- Encourages and supports fundraising activities by the Board.
- Promotes and expands Hospitality House's brand in the community and among funders.

- Ensures development processes and procedures are of the highest effectiveness.

Finance and Operations

- Possesses a thorough knowledge of the organization's financial details and status.
- Develops and monitors the organization's budget in coordination with the Director of Finance and Operations.
- Focuses and strategizes on long-term financial sustainability of Hospitality House and its programs.
- Ensures all operations meet applicable health, safety, and government requirements.
- Reviews the organization's policies and procedures for strong internal operations.
- Makes certain all federal, state and local funders' reporting requirements are met, on schedule.

Collaboration and Advocacy

- Maintains and enhances Hospitality House's strong and constructive presence in its collaboration with government entities and key organizations and advocacy efforts.
- Keeps informed of, communicates with, and stays connected to community politics, leaders, and other people of influence, at all relevant levels, who may have an impact on the organization.

Programs

- Ensures that all programs are participant-focused and run to the highest standards for long-term success and sustainability.
- Works with the Director of Programs to research, pilot, and implement promising new strategies or programs.

Board of Directors

- Reports on all relevant developments and planning discussions and is accountable to the Board of Directors.
- Provides accurate and timely reports and information necessary for the Board to make informed decisions.
- Works closely with the Executive Committee to support the ongoing development of the Board.
- Assists the Board in creating an active culture of philanthropy through individual giving and participation in fundraising and awareness activities.
- Plays an active role in the recruitment and development of new Board members.
- Works with individual Board members to maximize each member's contribution to the success of the organization.

Preferred Qualifications

- Five or more years experience working in a complex organization with proven experience in making its programs and operations more effective and a record of implementing best practices
- Of unquestionable trustworthiness and integrity, leads by example, excellent listener and facilitator, approachable.
- Experience working with people experiencing poverty, homelessness, mental health issues, active drug use, life-threatening illnesses, social disenfranchisement, and/or other related issues, including familiarity with San Francisco social services and the political landscape for people facing the challenges of poverty and homelessness.

- Knowledge of harm reduction principles, and ability to accept people as they are and empower them to reach their full potential.
- Seasoned organizational leader and manager with a track record for creating and fostering an effective, collaborative work environment and teams.
- Proven record of making difficult decisions when necessary.
- Excellent communicator with the ability to listen and engage, who can inspire, educate and move people to action as a public speaker, in personal meetings, and in written form.
- Experienced networker, enthusiastic about making connections, attending events and being visible in places that benefit the organization.
- Strategic thinker, with exceptional planning and management skills; results- and action-oriented. Sets and exceeds ambitious goals, meets deadlines and measures performance.
- Fundraising excellence; personal experience raising significant gifts from individuals, organizations, corporations and foundations and a history of securing federal, state and local government grants or contracts.
- Politically savvy; has effectively created and managed strategic relationships.
- Knowledge of Hospitality House's relevant community is a plus.
- Not afraid of conflict; keeps a cool head in crisis situations; has a sense of humor.
- Able to work evening hours and weekends when necessary.

Compensation

Hospitality House offers an excellent salary and benefits package commensurate with experience and reflective of salary levels in non-profit organizations. The position is full-time exempt, with some evening and weekend hours.

Application Procedure

Please send resume, cover letter, and salary requirements via email to personnel@hospitalityhouse.org or by U.S. mail to: Hospitality House/ Executive Director Search, 290 Turk Street, San Francisco, CA 94102. Writing samples and five references will be required from finalists.

Hospitality House is an equal opportunity employer. We enthusiastically accept our responsibility to make employment decisions without regard to race, religious creed, color, age, sex, gender, sexual orientation, gender identity, national origin, religion, marital status, medical condition as defined under State law, disability, military service, pregnancy, childbirth and related medical conditions or any other classification protected by federal, state, and/or local laws and ordinances.