

LEADERSHIP PROFILE



President & CEO

NEW ORGANIZATION

**DEDICATED TO FOSTERING SELF SUFFICIENCY
Atlanta, GA**

“The go-to resource for life skills and employment readiness for homeless and nearly homeless people in Metro Atlanta.”

--Vision of the merger committee, comprised of Board leaders from the merging organizations, Samaritan House and AEC

THE ORGANIZATION

Each night in Atlanta, some 6000 men, women and children go to sleep under bridges, in cars, on the street or in temporary homeless shelters. Buffeted by economic, social and life circumstances, they are dependent upon others for their very survival.

Yet many are capable of getting on the path to self sufficiency. Samaritan House and the Atlanta Enterprise Center (AEC) – in discussions and planning to merge this year – work with over 1500 homeless and nearly homeless people a year. Their programs impart life stabilization and employment skills that help people move toward self sufficiency. Over 600 people each year find sustainable employment, earning close to \$4 million in wages and benefits.



building strong foundations for nonprofits®

BoardWalk Consulting LLC The Candler Building 127 Peachtree Street Atlanta, Georgia 30303

Phone: 404-BoardWalk (404-262-7392) Fax: 404-795-0855

www.boardwalkconsulting.com

The new organization seeks to become Atlanta's most significant resource for life skills and employment readiness.

Created from the current AEC and SamHouse, the new organization will bring new leadership, energy, creativity, scale, impact and efficiency. It will build on the strengths, successes and synergies of the merging organizations.



The new organization will play a critical role on the continuum from dependency to self sufficiency. It will help people gain the skills, confidence and sense of responsibility necessary to attain and maintain employment and housing.

AEC and SamHouse both have deep community roots and similar missions – dedicated to self sufficiency – and each brings unique assets and approaches:

AEC was founded in 1982 by Father Reynell Parkins, outreach minister of St. Luke's Episcopal Church, to help people who are homeless or at risk of homelessness find meaningful employment. AEC employs a three-step skill-building, planning and job-seeking process with appropriate supports such as MARTA cards and professional attire. In recent years, AEC has worked with a diverse population that includes ex-offenders, saving the State thousands of dollars per person gainfully employed. In partnership with the Gateway Center, AEC manages 44 beds.

SamHouse was founded in 1986, with the mission of employment readiness for homeless people. Voicemail, laundry, storage and other supportive services are offered in addition to employment readiness and life skills training. The Clean Street Team (CST) program offers transitional work. In the early '90's, Café 458



became part of SamHouse, providing life stabilization services to people with serious physical and mental challenges. Café 458 benefits from enthusiastic volunteers and brand awareness. It generates earned income from serving brunch to paying customers over the weekends.

Samaritan House volunteers

While AEC and SamHouse approach their employment readiness missions in somewhat different ways, each is meeting and exceeding national standards. Elements in common include:

- Changing lives by providing opportunities for self sufficiency
- Building self-esteem and teaching personal responsibility
- Providing coaching, counseling, case management and referrals
- Assisting with special needs: childcare and other supportive services
- Preparing participants for the job market
- Helping people find and keep a job



Otis Hillsman of AEC helps Jerry Earls II pick out a suit from Men's Warehouse

Participants come through referrals from shelters, other nonprofits and governmental entities including prisons.

The new organization will open its doors with a budget of roughly \$2 million, a staff of about 25 and numerous engaged volunteers. Annual support is raised from the Boards of Directors, foundations and government funding, plus several hundred individual donors. AEC has almost completed a \$2 million campaign to enhance and fully own two downtown buildings.

The new organization is ambitious in its vision to become the go-to resource for employment readiness in Metro Atlanta. The statistics speak to outcomes, but it is the human success stories – and the promise of going to the next level in scope, scale and impact as a combined entity – that are even more exciting.

Each year, the combined missions of AEC and SamHouse:
<ul style="list-style-type: none">• Case-manage and work with over 1500 people who are homeless or at risk of homelessness• Graduate over 600 people into employment, with a greater than 50% success rate for permanent employment (90+ days)• Launch graduates into work with hourly wages averaging between \$8.25 and \$9.42• Provide over 1000 training sessions and workshops, over 30,000 meals, 44 beds at the Gateway Center, voicemail services, professional attire, storage space and computer access

More details on the two merging organizations can be found at www.samaritanhouse.org and www.aec.org.

THE OPPORTUNITY

The implications for the CEO are bold and exciting. The new organization is poised to take the strengths and track records of SamHouse and AEC to new levels of excellence and innovation -- enhancing the reach, efficiency, impact and community relevance of the mission. SamHouse currently has an interim CEO, and AEC's long-serving CEO plans to retire at yearend.

"When I first arrived at Samaritan House's Employment Readiness Program, I only had the clothes on my back."

--Charles Heard, graduate

The time is right for new leadership, new energy, renewed purpose and approaches that will strengthen the mission and help more people in these challenging economic times. The new CEO will address five priority areas:

- Visionary leadership to establish the new organization as Atlanta's central, significant resource for employment readiness.
- Building a unified, efficient and extraordinarily effective new organization.
- Growing the organization's resources.
- Being a compelling advocate, connector and collaborator.
- Managing the human, financial and physical resources of the organization.

The CEO will lead the new organization and its mission, synergies and results to the next level -- driving better, more efficient outcomes by providing skills, hope and opportunity for a growing number of people.



Café 458 graduate Charles Heard (right) is thankful he was pushed to work hard and get back on his feet. He now volunteers at Café 458 five days a week.

Challenges also abound. In Atlanta's Housing First model, the pool of funding for employment readiness has shrunk, as resources have been directed toward creating more supportive housing. The overall economic environment is challenging. The new organization will need to expand, energize and diversify its donor base, adding new individual supporters and creative new funding streams.

The new CEO will work with a committed, motivated Board and senior team that are eager for open, collaborative leadership. She or he will guide the organization through achievement of a successful merger and lead development of a long-range and year-one vision, strategies and plans.

This opportunity is uncommon and exciting. The CEO position represents a unique opportunity – a chance to take the new organization's vision, strategy, staff, mission impact and resources to the next level. The new organization will serve more people with greater efficiency and impact.

The CEO will lead the organization through the next stages of evolution and growth – and, in so doing, will position the organization and its partners throughout Metro Atlanta to have greater, more lasting impact on more lives.



Case manager, Akiba Jackson, awards AEC Employment Program member Sharod Bullock his Employment/Life Skills Workshop graduation certificate.

THE RELATIONSHIPS

The President & CEO:

Reports to

- Board of Directors

Manages direct reports who oversee critical areas:

- Marketing and Development
- Finance and Accounting
- Programs
- Property Management

Has key relationships with:

- Board of Directors and Board Committees
- Current and potential donors
- Current and potential partners
- Community leaders and elected officials

THE LOCATION

The new organization is headquartered in downtown Atlanta, Georgia.

THE RESPONSIBILITIES

As staff leader of the new organization, the CEO is responsible for leading, managing and enhancing human, financial and client-serving resources to achieve the organization's mission and goals. The CEO is a partner and advisor to the Board.

More specifically, the CEO will bring:

- **Leadership.** *Visionary leadership to establish the new organization as Atlanta's central, significant resource for employment readiness.* The new CEO will develop and project an exciting and energizing vision and plans that will inspire staff, volunteers, donors, program participants and the community. He or she will elevate the organization by creating effective synergies, fresh ideas and programs that achieve compelling, measurable results.
- **Change management.** *Building a unified, efficient and extraordinarily effective new organization.* The new leader will take the new organization forward, keeping a laser focus on the mission. He or she will mesh the human, program and other assets of the merged entities to build a stronger, more efficient and effective entity.
- **Marketing and fundraising.** *Growing the organization's resources and brand.* The CEO will be exceptionally good at building relationships with donors, and at building the brand and case for support essential to owning the niche as "go-to" employment readiness resource. The new leader will have a track record of growing resources, and be uncommonly good at engendering commitment and support.
- **Collaboration.** *Being a compelling advocate, connector and collaborator.* The CEO will be the "face" of the new organization. She or he will work effectively with the many constituencies serving the homeless, and will advocate and exude passion for the mission. The CEO will be a comfortable, effective speaker skilled at relationship building, communication and collaboration.



The CEO will enhance the organization's relationships, profile, partnerships and referral opportunities, building a more central, connected and consequential role in alleviating homelessness throughout our community.

- **Business acumen.** *Managing the human, financial and physical resources of the new organization.*

The CEO will bring strong business, financial and process expertise. She or he will be skillful at inspiring and managing people. The leader will bring management experience in complex, multi-stakeholder contexts with accountability for audits and outcomes. The CEO will build a framework for integrative work across functional areas. He or she will create a culture of high performance, accountability and continuous improvement.



THE CANDIDATE

The ideal candidate is an experienced leader with a significant, diversified management background, including nonprofit experience. Work experience related to homelessness is a plus. The candidate will have a passion for growing and serving people and organizations. She or he will have a record of success in contexts where innovation, accountability and collaboration are prized.

Compelling candidates could come from a variety of contexts. The organization is more interested in the caliber of leadership, management, relationship building and resource acquisition abilities than in any specific background. Experience in both the corporate and nonprofit worlds is valued.



One of AEC's two buildings in downtown Atlanta

Passion for AEC and SamHouse's mission – self sufficiency for homeless and nearly homeless people -- is essential.

Personal assets will include interpersonal skills, integrity, self-confidence born of authentic ability, and an instinct to prioritize organizational success over a personal agenda.

Among assets and attributes being sought are:

- A track record of leadership in complex, changing organizational contexts with multiple programs and stakeholders.
- Demonstrated relationship-building and communication skills.
- A bias to innovation, action, improvement and measurable outcomes.
- Ability to run a mission like a business, and to make smart, tough, firm decisions.
- Proven ability to engage, mentor, inspire and unite staff around common goals, build collaboration and manage a high-performing team that gets results.
- An energetic, energizing, optimistic personality.
- A good listener and consensus builder.
- Ability to value and appreciate diverse backgrounds, work styles and contributions, and to celebrate people's abilities and achievements.
- A mature leadership style characterized by openness, transparency, accessibility and humility.
- Ability to represent the organization in a compelling way, in a variety of environments.
- Ability to feel and convey passion about the organization's mission.



Michele Griffith tidies up the ramp to Moreland Avenue off Interstate 20. Samaritan House is running the crews and using funding from the state Department of Transportation to hire 30 part-time street cleaners.

The new organization is an equal opportunity employer. A diverse slate of compelling candidates is being sought.



**For potential consideration or to suggest a prospect,
please email**

NewOrg@BoardWalkConsulting.com

or call

**Kathy Bremer, Joan Schlachter or Molly Lang
at 404-BoardWalk (404-262-7392).**

**For the current status of this and other searches, please visit
www.BoardWalkConsulting.com**

