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#### ORGANIZATION

ST. STEPHEN'S HUMAN SERVICES

#### POSITION

Executive Director

#### BRIEF

Ballinger Leafblad is pleased to conduct the search for Executive Director at St. Stephen's Human Services in Minneapolis, Minnesota.



ST. STEPHEN'S

Ending Homelessness

## ORGANIZATIONAL OVERVIEW

St. Stephen's Human Services (SSHS) is a leading 501c3 nonprofit organization founded with a mission to end homelessness in metropolitan Minnesota. Through programming that includes housing opportunities, employment support, emergency services and outreach the organization is empowered to be able to help thousands of people secure housing and other supportive services each year. St. Stephen's uses the knowledge from its work to influence systemic change, improving the quality of life for all people in the community. The organization has a budget of approximately \$13.2 million and a staff of 103 team members.

St. Stephen's helps those who:

- ✓ Need Shelter
- ✓ Need Affordable Housing
- ✓ Are at Risk of Losing Housing
- ✓ Need Birth Certificate/I.D. to Utilize Assistance Programs
- ✓ Are Sleeping Outside or a Place Not Meant for Human Habitation
- ✓ Need a Representative Payee

**5,007/6,573**

Households/Individuals  
Participants Served

**2,700+**

Engaged in Street  
Outreach

**1,248/1,369**

Adults/Children  
Supported in  
housing programs

**1,256**

Received shelter  
for at least one  
night



**2019**

**AT A GLANCE**

## MISSION

Ending  
Homelessness

## VALUES

Equity: Housing is a basic human right.

Dignity: Every person deserves to be treated with dignity and respect.

Integrity: We expect honesty and accountability of ourselves and others.

Self-Determination: Each person has the ability to know and realize their own success.

Mutual Responsibility: Investing in our neighbors results in a healthy community for all.

## ORGANIZATIONAL CULTURE

Staff members describe the organization's culture as...

- Service oriented; human connection
- Flexible; not hierarchical
- Friendly; open; authentic
- A time of change; transition
- High integrity
- Passionate vocal staff who want to be heard
- Giving; respectful of clients; servant leaders; mission-driven
- Valuing diversity
- Gritty; working in the trenches; on-the-ground
- Known for innovation and risk-taking

## WHAT ST. STEPHEN'S DOES TO END HOMELESSNESS

St. Stephen's ends homelessness for individuals and families every day. Through prevention, targeted intervention, and Harm Reduction and Housing First practices, St. Stephen's supports people in stabilizing and rebuilding their lives.

## How does St. Stephen's do this?

- ✓ Works in relationship with those in need
- ✓ Ensures housing as a human right
- ✓ Fights for justice and dignity
- ✓ Helps the most vulnerable; turns away very few
- ✓ Works with some of the hardest to serve individuals in the community
- ✓ Gives kindness, respect, and trauma-informed care to anyone walking in the door.
- ✓ Meets families and individuals where they are to assist them to independent living
- ✓ Helps rebuild and stabilize the lives of those experiencing homeless, those on the verge of experiencing homelessness and advocates on behalf of the marginalized.
- ✓ Builds organic, non-traditional relationships within the community
- ✓ Stands as a leader in the field and is often asked for its expertise.

# SERVICES AND PROGRAMS

## SHELTER

St. Stephen's provides emergency shelter for up to 94 individuals experiencing homelessness each night. In addition to providing meals, access to showers, and a safe place to sleep, staff at two shelter locations provide coordination of services to assist guests in meeting their long-term goals.

**Clinton Avenue Shelter** Year-round, emergency shelter for 44 homeless individuals who identify as male.

**First Covenant Shelter** Year-round, emergency shelter for 50 homeless individuals that identify as couples/partners.

## HOUSING

St. Stephen's housing programs provide access to scattered-site, affordable housing for single adults and families experiencing and emerging from homelessness. Staff provide support in locating, accessing, and maintaining housing as our clients work toward personal goals and self-sufficiency.

**Supportive Housing**, a long-term supportive housing program using scattered-site housing for families and single adults.

**The Next Step Assessment** screens families onto the priority list for the Family Coordinated Entry System in Hennepin County.

**Fast Track** is a program that provides housing search assistance and financial support needed to help families and single adults with moderate incomes move from shelter to housing.

**Rapid Re-Housing** is a short-term housing program for families and single adults that provides housing search assistance, rental assistance, and case management to increase overall well-being and housing stability.

**Rainbow Rapid Re-Housing** is designated for families with a head of household that self-identify as LGBTQ and are currently unable to safely access mainstream housing and shelter resources.

## PREVENTION

In 2019, St. Stephen's expanded its prevention programming with a specific initiative to prevent families with recent histories of shelter stays from returning. This data-driven initiative joins the existing Traditional and Targeted Prevention Programs in helping families remain stably housed.

**Targeted Family Prevention** works with families who have histories of multiple shelter stays.

**Traditional Homelessness Prevention** provides financial counseling and short-term financial assistance to those at imminent risk of losing their housing.

## STREET OUTREACH

St. Stephen's Street Outreach team works with people sleeping outside or in places unfit for human habitation. The team provides on-the-spot services to ensure safety and survival for people experiencing unsheltered homelessness, while helping clients address their barriers to housing.

## REPRESENTATIVE PAYEE

This unique in-person service is offered for clients who need assistance managing their finances. A Representative Payee acts as a receiver of Social Security Disability or Supplemental Security Income payments, and meets with the client, ensuring that the individual's rent and utilities are paid, and spending money is routinely distributed.



## POSITION PROFILE EXECUTIVE DIRECTOR

The Executive Director is the Chief Executive Officer of St. Stephen's Human Services and is committed to the organization's mission of ending homelessness. The role develops strategic direction in conjunction with the Board of Directors and is responsible for achieving the organization's mission and financial objectives.

The Executive Director is a versatile leader who maintains the operational and financial integrity of the organization; hires, evaluates and develops staff; and, supports the successful implementation of programs. The Executive Director is the public spokesperson for the organization and is responsible for its community presence and credibility, promoting and advancing its causes, and overseeing the development activities necessary to raise funds to carry forward its mission, including a capital campaign. The Executive Director is also responsible for developing and maintaining strong working relations with key public and private policy makers in order to work toward the elimination of homelessness and the breaking down of institutional root causes of poverty.

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

### **Leadership**

- In conjunction with the Board of Directors, develop and execute a vision and strategic plan to guide the organization.
- Foster an effective and collaborative relationship with board members.
- Act as a spokesperson for the organization and represent the organization in the community to promote its mission and enhance its community profile.
- Oversee all operational and financial reporting activities of the organization.
- Act as the driving force behind the development activities of the organization.
- Provide visionary, collaborative leadership to the organization's senior management team and all staff.

### **Equity and Inclusion**

- Work toward an anti-racist culture both at St Stephen's and in the broader community.
- Be an advocate for inclusiveness in all parts of society.

### **Operations and Management**

- Work with the board of directors on the strategic direction of the organization.
- Develop an annual operational plan which incorporates strategic goals and objectives.
- Execute and track achievement against operational plans; report on results to board and staff.
- Provide collaborative support to the Board and its committees, senior management and all staff.
- Ensure all federal and state laws applicable to non-profit organizations including: employment standards, human rights, occupational health and safety, and taxes etc. are accurately followed.
- Insure the operations of the organization are carried out with the highest quality, ethics and integrity.

POSITION PROFILE  
**EXECUTIVE DIRECTOR**

### **Supervision/Management Responsibilities**

- Establish a positive, healthy and safe work environment that attracts, keeps, and motivates top quality people. Oversee continued work on building a collaborative, transparent organizational culture.
- Oversee human resources policies, procedures and practices for all staff, including work with bargaining units.
- Recruit, interview, and select staff and assist them in relating their specialized work to the total program of the organization.
- Implement an ongoing performance process for all staff which includes: evaluation, monitoring, coaching and mentoring for improvement.

### **Financial Management & Fundraising**

- Oversee a complex budget with multiple revenue streams.
- Work with staff and the Board to prepare a comprehensive budget, administer the funds according to the approved budget, monitor the monthly cash flow, and provide regular reports to the Board on the revenues and expenditure of the organization.
- Develop a comprehensive resource development plan; guide and lead fundraising activities.
- Participate actively in major gift solicitations; provide leadership for a capital campaign.
- Oversee the submission of grant proposals and prepare quarterly progress reports for the Board.

### **General Qualities and Abilities**

- **Adaptability:** Demonstrate a willingness to be flexible, versatile and respectful in a changing work environment while maintaining effectiveness and efficiency.
- **Cultural Competence:** Display a high degree of cultural competence. Practice open and transparent conversations; work to continue to build cultural competence in self and others.
- **Relationships and Team Building:** Use a collaborative style of management befitting a highly motivated professional staff. Establish and maintain positive working relationships both internally and externally, to achieve organizational goals .
- **Effective Communications:** Speak and write in a clear, thorough and timely manner using appropriate and effective communication tools and techniques. Can effectively manage crisis communications.
- **Innovation:** Develop new and unique ways to improve operations of the organization and create new opportunities to realize results.
- **Strategic Thinking:** Assess options and actions based on trends and conditions in the environment, and the vision, values and goals of the organization.
- **Public Promotion:** Understanding that homelessness is primarily the result of policy decisions beyond the control of the people we serve, works toward advocacy and justice in government and public settings.

POSITION PROFILE  
**EXECUTIVE DIRECTOR**

### **Qualifications**

- A passion for promoting the well-being and dignity of all people and for eliminating the causes of homelessness and poverty; a belief that every household can achieve housing stability.
- Progressive experience at the executive or management level of an organization.
- Experience in managing a nonprofit organization, preferably in the field of homelessness, housing or related social services.
- Experience managing complex financial matters and/or acting in a general management capacity.
- Related educational background and continuing education.
- Experience working strategically and collaboratively with a board of directors.
- Cultural competence; successful experience working in a diverse multi-cultural work environment.
- Experience in all aspects of development and fundraising for nonprofit organizations, including capital campaigns.
- Skill and enthusiasm for public engagement and presenting.
- An understanding of State, Local and Federal government funding sources and procedures.
- Experience in developing institutional, professional and community partnerships.
- Strong written and verbal communication skills.
- Established relationships with state and local government officials.
- Background working with unions.
- Maintains commitment to Harm Reduction and Housing First philosophies.

### **Compensation and Benefits**

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

*St. Stephen's Human Services is an equal opportunity employer and believes each individual is entitled to equal employment opportunities without regard to race, color, gender, sexual orientation, gender identity, marital status, national origin, age, veteran status, religious beliefs, or disability. The right of equal employment opportunity extends to recruiting, hiring selection, transfer, promotion, training and all other conditions of employment.*

## THE TWIN CITIES, THE BOLD NORTH, THE LAND OF 10,000 LAKES

### MEET MINNEAPOLIS & ST. PAUL

When the Twin Cities hosted the Super Bowl in 2018, it cast an international light on what the organizing committee dubbed “The Bold North.” It also gave the world an up-close and personal view of what those of us who live here already knew. Minnesota Nice is for real.

The Twin Cities of Saint Paul and Minneapolis are a unique blend of small town and major cosmopolitan hub. Both urban cores boast a thriving business atmosphere. Saint Paul, as the state capitol, is home to state government and has a more historical vibe. Minneapolis is the larger and more commercial of the two cities. Outside of the central downtowns, however, both cities have many distinct neighborhoods, and residents identify more with their individual communities than with the larger city as a whole. Housing in our friendly neighborhoods is varied and offers something for all.

900+

Lakes in the Twin  
Cities metro area.

300

Parks and miles of  
biking.

60+

Museums in the  
metro area.

Minneapolis is part of Hennepin County, named for Father Louis Hennepin, an early explorer of the interior of North America. Hennepin County is the state's most populous and consists of 45 cities and boundless opportunities.

The area lives up to its Bold North tagline in every way. Residents enjoy four very distinct seasons, none of which will let you down. According to WalletHub, Minneapolis ranks 12th in America for cities with the most green space. Both cities share a common root of being river towns, and the great outdoors is a major attraction for residents and visitors alike. In addition to the mighty Mississippi River, there are more than 900 lakes in the metro area and surrounding suburbs, upwards of 300 parks, and miles of biking and walking trails. Nearly every weekend in the summer there are several outdoor events for participants and spectators—triathlons, biking races, running races, boat races, water skiing competitions, cultural celebrations, golf tournaments, and more.





**ENTERTAINMENT** In the Land of 10,000 Lakes, and with the nation's park system, there is always fun to be had in the region. The summer highlight for many Minnesotans is the Minnesota State Fair. One of the largest of its kind in the country, ours is a world-class showcase of Minnesota's best in agriculture, industry, arts and entertainment. Held on a 320-acre parcel located between Saint Paul and Minneapolis, it is a self-supported organization and has been held on the Minnesota State Fairgrounds every year since 1885.

As summer turns to fall, the region puts on a breathtaking autumn show that draws visitors from miles around. And the active lifestyle of Minnesotans doesn't go dormant during the winter either. Being hardy in every way, we take advantage the miles of cross-country skiing trails, downhill ski areas, ice skating, snowmobiling, sledding, and ice fishing.

In recent years Minneapolis and St. Paul have become two of the most diverse cities in America. Almost six percent of the population identifies as LGBTQ, with many Twin Cities' organizations in arts, politics, culture, advocacy and religious sectors serving the community.

Minnesota's Somali community is one of the largest in the United States. Saint Paul is the heart of Minnesota's Hmong community as well, and is home to the largest urban concentration of Hmong residents in the country. The West Broadway neighborhood in Minneapolis and the Rondo neighborhood in Saint Paul are home to African American businesses, arts and cultural institutions and restaurants.

It is by design that we've embraced such ethnic uniqueness. Our multi-cultural communities present us with a strong and diverse workforce with an added bonus of getting to know the world, and different cultures on a more intimate scale right here at home.

One of the best places to get a taste of our many blended cultures is on Lake Street in Minneapolis - Midtown Global Market is a welcoming indoor market and meeting place featuring an abundance of ethnic dishes, gifts and groceries, from Mexican and Middle Eastern to Vietnamese, Indian, Swedish and Italian.

Many Hmong and Vietnamese restaurants and shops are located in the Frogtown neighborhood as well, on and around University and Lexington Avenues in St. Paul. Hmongtown Marketplace on Como Avenue and Hmong



Village on Johnson Parkway on Saint Paul's East Side feature a wide variety of traditional foods, clothing, fabrics and crafts, as well as farmers markets.

**ARTS & CULTURE** There are countless arts and culture offerings in the Twin Cities. The Grammy Award-winning Minnesota Orchestra has a reputation as one of the top orchestras in the world. The Saint Paul Chamber Orchestra is also regarded as one of the finest chamber orchestras in the world.

Since the early 1960s, the Guthrie Theater has staged outstanding shows from the classical to modern. Popular national shows and performers also tour through the Twin Cities year-round at stages in both Minneapolis and Saint Paul, and at the University of Minnesota.

If you are a theater-goer in the Twin Cities, you'll never have a dull moment. According to the Western States Arts Federation, Minneapolis ranks as the fifth-most "creatively vital" city in the country, right after D.C., LA, NYC and Boston. The Penumbra Theatre in Saint Paul is the country's oldest African American theater. 9

We boast more than 40 venues with a variety that even the most seasoned thespian would notice.

There are the magnificent musicals that play on the State, Orpheum, and Pantages stages and lots of local talent making a statement on stages such as the Southern Theater, New Century, and Illusion. Hamilton, Les Miserables and West Side Story are a few examples of productions that have played here. Theater is also a large component of life in Saint Paul. The gorgeous 1000-seat Fitzgerald Theatre acts as Minnesota Public Radio's largest broadcast studio. Staged productions commission authors, artists and radio hosts to create programming for the public radio community. The Fitzgerald Theater is Saint Paul's oldest theater and celebrated its 100th anniversary in 2010.

The Ordway Center for the Performing Arts has been recognized as one of America's leading not-for-profit performing arts centers, and is home to a wide variety of performances throughout the year providing the finest in musical theater, music, dance, and vocal artists in its Music Theater and Concert Hall. In addition, each year the Ordway presents its Flint Hills Family Festival, serving more than 50,000 children and adults through its Ordway Education programs. Dance companies such as James Sewell Ballet, Minnesota Dance Theatre, Ragamala, Zenon Dance Company and TU Dance perform at an array of venues including the renovated Cowles Center.

For the museum-goer, there are more than 60 museums in the metro area. The Science Museum of Minnesota and the Minnesota Children's Museum are interactive learning facilities and fun experiences for the entire family. The Minnesota African American Heritage Museum and Gallery and the Minnesota History Center are museums for all ages with permanent and changing exhibits, lectures and events.

The Minneapolis Institute of Arts has a collection of more than 100,000 pieces. The Walker Art Center has been called "possibly the best contemporary art museum in the U.S." by Newsweek, and has over 11,000 pieces. The University of Minnesota's Weisman Art Museum is also a contemporary art destination. The Somali Museum of Minnesota on East Lake Street features hundreds of traditional Somali artworks and artifacts as well as educational programs.

**FOR SPORTS FANS** For those who prefer activity of the spectator variety, the Twin Cities is home to the Minnesota Twins, Minnesota Vikings, Minnesota Wild and the Minnesota Timberwolves. We are also the home of the four-time WNBA Champion Minnesota Lynx and the Minnesota United soccer team. We host in some of the best sporting facilities in the county, including Target Field, home of the Minnesota Twins, and US Bank Stadium, a brand new, enclosed stadium where the Minnesota Vikings host their NFL games. Additionally, the stadium hosts early season college baseball games of the University of Minnesota Golden Gophers.



Popular music abounds, from the Grammy-winning Sounds of Blackness to Atmosphere. Outdoor concerts and festivals such as the Basilica Block Party and Rock the Garden are a common and popular activity. After all, artists from Bob Dylan to Prince have called the Twin Cities home.

**FOR FOODIES** The Twin Cities area offers award-winning restaurants (several chefs have been regional James Beard Award winners). In addition to the popular Mall of America, there are plenty of unique shopping districts in both cities and in the suburbs. Beyond sports, the great outdoors, entertainment, and culture, perhaps the biggest attraction for the Twin Cities is the lifestyle.

Forbes hailed Saint Paul and Minneapolis as one of the nation's healthiest metros and USA Today named Saint Paul as North America's "Most Romantic City." Minneapolis/Saint Paul is also proud to have a world-class international airport. In fact, the Airports Council International named MSP the 2017 Best Airport in North America in its size category, with more than 25 million passengers a year.

Networking groups in technology, manufacturing, healthcare and education support their professions. Active Chambers of Commerce further business interests and First Fridays Twin Cities celebrates African American excellence.

The Twin Cities is a vibrant, richly diverse Midwestern community where Minnesota Nice is alive and well. We are the perfect blend of small town/big city and our residents pride themselves on their warm and welcoming ways. There is a reason Business Insider ranked Minneapolis/Saint Paul number nine on its Top 50 Places to Live in America. We really are all that and more!



WE INVITE YOU TO GET IN TOUCH.



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