



EXECUTIVE DIRECTOR



Organization: Lincoln Park Community Services

<https://lpcschicago.org/>

Location: Chicago, Illinois

Reports to: Board of Directors

MISSION

LPCS brings communities together to empower individuals facing homelessness and poverty to secure stable housing and make sustainable life changes.



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CORE VALUES

- **Empathy:** We model compassion and understanding for all members of the LPCS community.
- **Equity:** We achieve justice and celebrate diversity by providing inclusive, strength-based services.
- **Integrity:** We foster a culture of respect, honesty and fairness.
- **Accountability:** We commit to each other and those we serve in the delivery of client-centered services in a safe and motivating environment.

VISION

Together, we work within Lincoln Park Community Services and with the larger community to ensure our members receive the support, respect, and understanding they need to empower their lives.

- We will provide a holistic continuum of services that removes barriers and increases self-sufficiency.
- We will be a leader and innovator in creating solutions to homelessness in our community.
- We believe that every person in our community has a stake in and can contribute to ending homelessness.



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BACKGROUND

Lincoln Park Community Services (“LPCS”) is one of the Midwest’s leading organizations serving individuals needing housing and related services and advocating for permanent sustainable housing solutions. Founded in the Lincoln Park community on Chicago’s North Side in 1985 through four churches and a handful of volunteers as a part-time, overnight shelter support system, LPCS has grown to a two-location, full-time organization. In 2015, LPCS undertook an ambitious program to expand services significantly and to create a freestanding home in a new location in the Old Town neighborhood.

After a successful capital campaign that raised more than \$4 million, LPCS moved into its new, award-winning facility in 2019, keeping its original site active as well. While the original founding churches and many original volunteers are still involved today, LPCS has

grown to support more than 80 interim housing Guests daily, and 37 residents of permanent supportive housing units. During COVID-19, the number of interim housing Guests has been limited to 52 Guests in order to support social distancing. Through active safety precautions, none of the resident Guests has experienced a COVID infection to date.

LPCS was founded on the belief that a community response is required to end homelessness. As a comprehensive social service agency, LPCS not only helps people get back on their feet, but it also provides tools to assist them to become and remain self-sufficient. The organization enjoys a network of relationships that integrates public and private resources to serve these populations and continues to lead in the fight to end homelessness. LPCS is committed to meeting guests where they are, using harm

reduction and trauma-informed practices.

LPCS has an active volunteer base of nearly 2,000 volunteers who last year provided more than 20,000 volunteer hours. These volunteers served more than 31,000 meals, provided hundreds of hours of overnight support, and taught scores of classes in everything from financial literacy to yoga. Through a dedicated staff and the extraordinary support of volunteers, LPCS was able to provide housing and support services to more than 500 Guests in need last year.

LPCS is governed by a deeply engaged, dedicated 15-member Board that brings experience in Healthcare, Legal, Finance, Technology, Marketing and Fundraising/Development along with community relationships and expertise. LPCS is funded through public grants and a strong base of individual donors and foundations.



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OPPORTUNITY

We are seeking a mission-driven, visionary, innovative and empathic leader who will build on the strong foundation, and expand the impact of LPCS, creating long-term systemic change in the community it serves.

The LPCS community of Board members, staff, and volunteers has worked tirelessly to ensure a smooth transition to the new facility while safely navigating a global pandemic and leadership changes. With the expansion and all the other challenging dynamics of the past year, the near-term focus is on stabilizing and absorbing the recent growth and change. Longer term LPCS wants to play a greater role in advocating for policies that result in better outcomes for people experiencing homelessness. LPCS is well positioned to use its reach and leadership to build coalitions and networks across local organizations that serve people experiencing homelessness. LPCS also wants to be more proactive in street outreach efforts. Continuing to create and leverage additional partnerships to build a robust community support system, and prevent duplication of programs that are offered

by other agencies, will be a priority. Another key area of opportunity is to work with landlords and developers to increase access to permanent supportive housing.

Continuing to provide high-quality programs and expand permanent supportive housing will require growing the funding base. Historically, LPCS has been supported through financial gifts and in-kind donations by a loyal base of individual donors and funders. About five years ago, the decision was made to secure public sector funding. These new funds require an increased focus on compliance and it brought LPCS into the CARES Coordinated Entry system. It also has affected the profile of guests coming into the shelter, requiring staff to develop new skills. The staff needs enhanced training and support to deal with behavioral and mental health issues. LPCS strives to help guests move into permanent housing as quickly as possible while providing them with the support necessary to keep them in stable housing situations in the future. Historically, the typical length of stay for guests was between 120-180

days. With the changing profile of guests, it is likely that some guests will need more time in the shelter and more wraparound services to support a successful transition into permanent housing.

With the new shelter in the Old Town neighborhood comes an opportunity to build visibility for the work of LPCS and ultimately to secure a new base of donors who reside and/or work in that community. Fundraising, board recruitment and development, as well as marketing and branding initiatives, are key priorities moving forward.

Today, the Board is a hands-on Board, knowledgeable and involved in operations and programs. As trust is built with the new Executive Director and the ED's direct report leadership who have recently come into the organization, the Board will be ready to move away from this level of oversight to become primarily a governing body. There has been an intentional focus on recruiting new Board members to ensure a diversity of thought, life experiences, and perspectives. This effort will be ongoing. Overall, diversity, equity and



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inclusion efforts have been augmented to ensure that everyone associated with LPCS is treated with the utmost respect and that everyone is held accountable for actions that violate policies in a consistent manner.

The staff of LPCS is a very dedicated and loyal team that is deeply committed to the mission. Continued professional development opportunities for staff are expected.

Additionally, moving towards more competitive compensation and benefits for all staff members will be an important element of the organization's long-term sustainability. Continued development and implementation of protocols and procedures will ensure continuation of high-quality programs and outcomes.

The growth brought on by opening the new facility and expanding services has created new visibility

and stature and extended the mission to populations beyond Lincoln Park. The organization is now at a new inflection point to embrace an expanded strategy and vision to continue to advocate and bring real change to the overall number of homeless in Chicago. Further, LPCS will continue to find new ways to bring health, education, training and economic resources to those accessing its services.



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POSITION OVERVIEW

Reporting to the Board of Directors, the Executive Director will successfully lead the organization to a new level of accomplishment and reach. The ideal candidate for this role will strongly believe in LPCS's mission and have a successful track record in leadership within a growing mission-driven organization of comparable size. The Executive Director ensures ongoing programmatic excellence, program evaluation, as well as consistent quality of finance and administration, fundraising, and communications.

As the face of the organization, the Executive Director will authentically champion the mission through innovation and leadership. The individual in this position is initially responsible for providing stability and stimulating success throughout all programs and, once growth has been absorbed, leading the organization and its stakeholders through continuing growth. The Executive Director will partner with the Board of Directors to set the organization's strategic direction and develop policies that align with LPCS's mission

including developing plans to address proposed program expansion and implementation. To that end, s/he will engage Board and partner resources strategically and will build relationships of trust with funders, policymakers, private sector partners, community leaders, other allies, and staff. In addition, the Executive Director will maintain an open and candid relationship with the Board including sharing opportunities and challenges within the organization.

The Executive Director will be responsible for raising funds to advance the mission and programs, and for managing resources to achieve program outcomes and sustainability. This includes creating and sustaining relationships with major donors, funders and public sector leaders. With strong communications and relationship-building skills, the Executive Director will interact with community members, partners, neighborhood organizations, funders, founding churches, the media, schools and governmental entities and, will provide opportunities for staff to take on external

roles as well. This person will continue the tradition of finding partners across the public, nonprofit and private sectors to maximize resources and enhance community well-being. This includes maintaining collaborative relationships with neighbors, and participating in city- and neighborhood-developed safety and security measures. Increasing LPCS's name recognition and educating local leaders and the public on the organization's commitment to empowering people in making and sustaining life changes is expected.

The Executive Director will develop and oversee an operating budget of approximately \$2.3M and will be responsible for the strategic processes of the organization including overseeing facility management and managing related vendor relationships. The Executive Director will be accountable for ensuring that programs are executed in the most cost-effective manner and that LPCS is in compliance with Board adopted policies as well as local, state, and federal regulations. The



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successful candidate will maintain current knowledge of issues and trends affecting the organization and will have or develop a leadership role within the Chicago homelessness community.

The Executive Director oversees a team of 30 successful professionals, and directly manages six direct reports including the Chief Development and Strategy Officer, Director of Finance, Director of Operations, Director of Programs and two Interim

Housing Managers. The leadership team is augmented by a highly skilled Board of Directors and volunteers.

Key priorities for this role:

- Creating an ecosystem and healthy **culture** that respects our history and creates an atmosphere of respect and diversity that embraces the community
- Creating a sustained record of positive Guest **outcomes** through successful programming, enhanced services and employment and training opportunities

- Managing, engaging and **respecting** a diverse set of stakeholders (Guests, staff, donors, volunteers, Board, neighbors, government funders)

- Ensuring the **fiscal health** and stability of the organization

- Providing an environment that is **safe**, stable and secure for our Guests and volunteers

- Enhancing and raising the **profile** of LPCS in the social services community and as a thriving Chicago institution



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CANDIDATE PROFILE

The Board of Directors is seeking a visionary and trustworthy servant leader with an unwavering commitment to building an inclusive culture. Prior experience in a complex social services organization including business and personnel management and sound financial control at a senior level is required. Qualified candidates will have a deep commitment to, and passion for, the mission as well as harm reduction and trauma-informed practices. Demonstrated experience, either lived or professional, working with underserved communities and a genuine understanding of the challenges or obstacles, racially, generationally and socioeconomically that they face, is sought. Proven ability in generating low-income housing solutions for homeless individual/families and demonstrated resilience in the face of changing marketplace conditions is expected. The successful candidate will have a history of leading change initiatives across diverse staff and Guest populations and a demonstrated growth mindset.

A track record of professional

accomplishments that demonstrates innovative and collaborative leadership, superior performance, and the ability to articulate and build consensus around major initiatives, is imperative. The ability to partner with the Board and senior leadership to identify funders, strategically guide opportunities to engage and establish new relationships, and to build a robust pipeline that supports annual and long-term fundraising goals is needed. Proven ability to recognize and act on revenue generating opportunities that may be innovative or non-traditional would be highly valued. The successful candidate will have demonstrated accomplishments in fundraising, including securing major gifts from individual donors, foundations, corporations and government sources.

The person we seek will be an innovative marketer who will continue to grow visibility for LPCS. The candidate must possess excellent communication skills with the ability and presence to represent LPCS internally and externally. Strong personal credibility and an ability to build

effective relationships at all levels are essential.

S/he will have a comprehensive understanding of business risks and their management and control. An ability to understand financial statements to plan, monitor and evaluate LPCS's finances is required. Experience managing multi-site programs is desired. The person we seek should demonstrate a balance between creative thinking and management acumen as well as the ability to assess and maintain policies and procedures for moving an organization to a new level of excellence. Experience in a senior leadership role where s/he has either reported directly to or worked closely with a Board of Directors is expected.

The ability to give clear, effective, sensitive and consistent leadership with good attention to detail is a must. Personnel management skills that include an ability to work collaboratively, delegate effectively, listen, provide feedback, build morale, delegate, and "roll up one's sleeves" are essential. S/he will have a management style that focuses on



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coaching and developing and will be an excellent listener who is open to hearing new ideas. The qualified candidate will be someone who strives for excellence in all facets of service. S/he is a self-starter and strategic thinker who has an entrepreneurial personality yet is a team player. Creativity, integrity, and excellent judgment, a sense of urgency, and the ability to stay cool under

pressure are also sought. A spirit of inquisitiveness, flexibility, and a strong work ethic are essential.

Demonstrated willingness to participate in the life of LPCS at all levels is required. The candidate should be motivated by the best interests of the organization to effectively continue the organization's growth trajectory in a manner that causes the least disruption and

results in a highly effective operation.

An undergraduate degree from a four-year college or university, with at least 10 years of senior management experience is required, graduate degree preferred. Experience in fundraising/ relationship management software; previous experience with Raiser's Edge is a plus. Confidence in IT/IS systems and social media is expected.



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Applications and nominations are being received by Noetic Search. Please click [here](#) to submit a current resume and letter of introduction to Noetic Search. For more information, please see our website at www.noeticsearch.com or the LPCS website at www.lpcschicago.org.

LPCS is deeply committed to diversity, equity, and inclusion. We believe meaningful change happens when people from diverse backgrounds, experiences, and identities work together towards a common purpose. We encourage candidates from all backgrounds to apply.

