



## EXECUTIVE DIRECTOR

### ABOUT TRANSITION PROJECTS

Transition Projects' story began when a young priest, Reverend Gilbert N. Lulay, leased a hotel on the corner of NW 2nd and Couch in Portland's Old Town to house men experiencing homelessness. Since 1969, Transition Projects, Inc. (TPI) has been a place where people with nowhere to go can find support. With five decades of experience providing shelter, housing, and supportive services for people with very low incomes, TPI is recognized across the region for their work with veterans, women, people with disabilities, and other highly vulnerable groups. In 2018 alone, more than 1,100 people found safe, affordable housing in the four-county area with TPI's support.

Each year, the agency assists more than 10,000 people experiencing homelessness. On any given day, TPI helps meet the basic needs of nearly 500 people through their Resource Center. On any given night, they provide a safe place to sleep for more than 800 people with nowhere else to turn. In any given year, TPI helps place more than 1,000 people into affordable housing, and then supports them in retaining that housing. Of the more than approximately 10,000 people served annually, 1,100 people will obtain permanent housing, and 35% of people exiting residential shelters will exit to permanent housing.

TPI operates five emergency shelters, three short-term residential programs, severe weather shelters, a large day center, and three permanent housing facilities. In addition to providing shelter, TPI offers supportive services such as health and safety, mentoring, and housing case management. TPI is particularly proud of its services to veterans and its sensitivity to the needs of people of color.

### Key Facts

- \$24 million budget
- 224 staff
- Because of COVID, 8,642 served in 2020, less than the previous year.

### Mission

Helping people transition from homelessness to housing.

### Visit



## ABOUT THE EXECUTIVE DIRECTOR

The Executive Director serves as the chief executive officer of Transition Projects. Reporting to the 18-member Board of Directors, the Executive Director is responsible for the organization's Board support and development, strategic planning, community outreach and partner relations, financial planning and fundraising, program design and service implementation, staff leadership and development, and marketing and branding.

This person will be a strong decision-maker who is transparent, accessible, and brings an understanding of homelessness from a human services perspective. Additionally, Transition Projects' next leader will bring fluency in social and restorative justice, including racial equity.

The Executive Director's Senior Leadership Team includes the Senior Directors of Finance, Programs, and Public Policy and Funding, and the Directors of Equity & Learning, Residential Services, Support Services, Housing Services, Shelter Services, Development, and Human Resources.

A significant number of Transition Projects' staff is represented by a union, and the Executive Director must work effectively with the unions to optimize the mission.

Living in Portland is currently unaffordable on a full-time, minimum wage salary. Further, half of Portland renters spend at least a third of their income on rent, leaving them at greater risk of homelessness. The next Executive Director will need to optimize the infrastructure and internal systems that support the committed staff members who address homelessness and its issues both now and in the future.

The successful candidate is a strong, accomplished leader who will be committed to Transition Projects' mission of addressing homelessness, has a passion for helping others, and can meet challenging situations positively and constructively. This is an action-oriented, entrepreneurial, adaptable, and collaborative individual who is effective with a diverse array of stakeholders, partners, and constituents.

## MAJOR OBJECTIVES

Within the first 18 to 24 months, the Executive Director of Transition Projects will have the following objectives:

- With the Board and the Senior Leadership Team, assess the current state of Transition Projects and develop strategies that maximize program effectiveness while also recognizing the needs of a high-performing staff.
- Develop and implement internal systems and infrastructure that support the rapid growth of Transition Projects.
- Optimize the external relationships that support and expand the work of TPI, including external funders, governments agencies, community constituencies, and the business community.



## RESPONSIBILITIES

The Executive Director of Transition Projects will have the following responsibilities:

- Promote and facilitate active Board participation from a diverse cross-section of the community.
- In conjunction with the Board, define a vision for TPI and define a long-range strategy supported by goals and achievements.
- Advocate for policies that address the root causes of homelessness.
- Represent Transition Projects' perspective and services to community leaders, funders, the business community, other non-profit organizations, and the public.
- Establish sound partnerships and cooperative working relations with government agencies, funders, community partners, and community groups.
- Develop and maintain sound financial practices which comply with all regulatory and fiduciary obligations.
- In conjunction with the Board, the Finance committee, and key staff, ensure that TPI operates within budgetary guidelines, and that there are adequate operating and reserve funds to permit the organization to achieve its service delivery goals.
- With the Director of Development, ensure an effective fundraising and events program.
- Provide leadership and vision in designing state of the art programs that address current and future needs of the homeless; continually evaluate program design for effectiveness, relevance, and financial viability, adjusting as necessary.
- Ensure compliance with all regulatory and contract stipulations regarding service delivery and ensure that necessary official records and documents are properly prepared and maintained.
- Develop and foster an organizational culture that promotes innovation, professional challenge, loyalty, and dignity.
- Build, manage, and oversee an effective and sound management team and attract, motivate, and sustain a diverse staff of high performing professionals.
- Institute programs for professional education and development of employees and volunteers, ensuring that all are well-versed on state-of-the-art service practices.
- Maintain strong and effective relationships with TPI's union.
- Working with the Board and selected staff/consultants, develop a marketing strategy that best defines and represents the work of the organization.





## QUALIFICATIONS

The successful Executive Director will bring most of the following qualifications:

- A passionate commitment to Transition Projects' mission.
- A minimum of ten years' human services experience, ideally in the nonprofit sector, with at least five years as a senior leader.
- Excellent organizational management skills with the ability to select, coach, manage, and develop high-performance teams, set, and achieve long-range objectives, and oversee the financial management of the organization.
- Proven success implementing quality programs and applying data-driven program evaluations.
- Excellent financial management and budgeting skills.
- Proven accomplishments cultivating a variety of revenue streams, particularly public and nonprofit.
- Effectiveness partnering with county and city government officials to implement solutions.
- Prior experience working successfully with unions.
- External relations skills that engage stakeholders, funders, business partners, policy makers, media, and community organizations.
- Excellent verbal and written communication skills.
- Ability to develop and engage an effective, diverse board of Directors.
- A bachelor's degree or equivalent experience in a relevant discipline is required; a master's degree or equivalent experience in a relevant discipline would be an advantage.

## CONDITIONS OF EMPLOYMENT

- Be tested for TB within 30 days of hire and be retested at least annually thereafter throughout employment.
- Acquire First Aid/CPR/AED certification within 30 days of hire and be retested biannually thereafter throughout employment.
- Complete Bloodborne Pathogens and Narcan Training within 30 days of hire and be retested annually thereafter throughout employment.
- Ability to perform CPR for fifteen minutes continuously.



## APPLICATION

Transition Projects has retained Campbell & Company to conduct this search. The team for this project includes Marian DeBerry and Emily Thompson. To be considered for this opportunity, please send a letter of interest and resume to:

### EMILY THOMPSON

Consultant, Executive Search

[Emily.Thompson@campbellcompany.com](mailto:Emily.Thompson@campbellcompany.com)

(312) 896-8891 Direct

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