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**W. J. FLYNN & ASSOCIATES, LLC**  
HUMAN RESOURCES CONSULTANTS

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**Executive Director**  
**Position Description, Profile and Critical Challenges**



**October 2023**

## **SOLID GROUND POSITION DESCRIPTION**

**Position:** Executive Director

**Reports To:** Solid Ground Board of Directors

**Direct Reports:** Director of Programs, Director of Finance and Director of Advancement

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### **Position Summary:**

The Executive Director leads the organization strategically in advancing its mission and in sustaining its support. The key focus is strategy development, community involvement, building relationships with government, businesses, and foundation leadership, expanding market awareness and fundraising. The Executive Director is responsible for the day-to-day management and execution of all aspects of the organization's operations including programs, asset management, resource development and administration, and reports directly to the Board of Directors.

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### **Essential Duties and Responsibilities:**

#### **Leadership**

- Provide strategic leadership to Solid Ground to accomplish the goals and objectives set forth by the Board, and to identify and obtain needed resources.
- Further establish Solid Ground's leadership position through advocacy efforts in the geographic areas we serve.
- Be accountable for the implementation of day-to-day activities and events as they relate to the strategy and direction of Solid Ground.
- Sustain and enhance Solid Ground human resources through leadership as well as staff development, supervision, training, and team building.
- Advance Racial Equity, Housing First and Trauma Informed Care as core values of Solid Ground.
- Establish and implement operating policies and procedures for Solid Ground staff.
- Represent Solid Ground at community events to enhance its community profile and serve as its chief spokesperson to the public and media.
- Determine opportunities to leverage or collaborate with other housing-related organizations within the region, as appropriate.
- Exercise sound judgment to weigh and make decisions.

#### **Fund Development**

- Provide leadership and management in all fund development activities, including government contracts and grants, annual and major donor campaigns, grant development, and event-based fundraising.
- Ensure implementation of an overall development plan that enhances the immediate and long-term financial viability of Solid Ground.
- Develop and cultivate relationships with new and existing donors and supporters.
- Create new fundraising opportunities and/or partnerships that fit the strategy of Solid Ground.
- Oversee external communications strategies and messages designed to enhance the visibility and reputation of the organization.

**SOLID GROUND**  
**POSITION DESCRIPTION (CONTINUED)**

**Position:** Executive Director

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**Program Development**

- Develop new programs and initiatives to further the mission and purpose of Solid Ground as set forth by the Board and recommend closure, reduction, or change of programs as prudent.
- Manage the planning, implementation, measurement and evaluation of existing programs and services to ensure high quality program content.
- Ensure that the programs and services offered by Solid Ground contribute to the mission and reflect the priorities of the Board.
- Oversee the development and updating of Policies & Procedures Manual(s).
- Set appropriate outcomes for services rendered and monitor performance of existing programs in view of established goals set forth by the Board.
- Develop positive relationships with participants of Solid Ground.
- Oversee strategic alignment of the Volunteer Program to provide necessary resources and support for Solid Ground programs and participants.

**Asset Management**

- Oversee asset management of the East Metro Place building and grounds, including contracting with a professional property management company.
- Develop and monitor annual operating and capital budgets and maintain appropriate insurance coverage.
- Ensure compliance with all reporting requirements.

**Financial Planning and Management**

- Oversee financial and budget accountabilities.
- Assure proper cash flow and cash management protocols.
- Develop and monitor the annual operating, program, and property budgets.
- Ensure that appropriate financial/accounting practices are followed and maintained.
- Maintain effective internal controls for the protection of the organization's tangible assets and its privileged information, such as donor records.

**Human Resources**

- Develop and implement a staffing plan to facilitate effective and efficient operational management and program delivery.
- Attract, recruit, develop and retain highly qualified staff to fill key leader and staff roles within the organization.
- Oversee implementation of the human resources policies, procedures, and practices.
- Ensure employees have clear goals and expectations, as well as support employee development and learning, fostering leadership and succession planning.
- Advocate and demonstrate the importance of excellent teamwork and individual performance.
- Provide ongoing coaching and feedback consistent with employee needs and proactively confront performance issues.

**SOLID GROUND**  
**POSITION DESCRIPTION (CONTINUED)**

**Position:** Executive Director

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**Human Resources (continued)**

- Establish an effective and safe work environment in accordance with all appropriate legislation and regulations.
- Develop and nurture positive work relationships; foster group consensus and minimize inter-team conflict.
- Serve as the agency's Data Privacy Officer unless such duties are delegated in writing to his/her designee.
- Serve as the Agency's Americans with Disabilities Act Coordinator unless such duties are delegated in writing to his/her designee.

**Board Development and Support**

- Engage in long-term strategic planning with the Board to provide a clear sense of mission and vision, leveraging the Board strengths to further the mission.
- Identify, assess, and inform Board members of internal and external issues that affect the organization.
- Provide timely and open communication with Board members.
- Plan, direct, and accomplish outcomes requested by the Board.
- Ensure implementation of Board policies and programs.
- Attend all board and committee meetings as deemed necessary; work with the Board Chair and committee chairs to develop meeting agendas.
- Ensure compliance with the organization's Bylaws, Financial Policies, and other governing documents.

**General Duties**

- Sign and deliver, in the name of the organization, any deeds, mortgages, contracts, or other instruments pertaining to the business of the organization (except in such cases where the authority to sign and deliver is required by law to be exercised by another person or is expressly delegated by the Articles of Incorporation, Bylaws, or the Board Officers).
- Identify and evaluate risks to the organization's people (staff, management, and volunteers), property, finances, goodwill, and image, and implement measures to control those risks.
- Comply with all obligations assigned to the position as described in the Bylaws.

## SOLID GROUND POSITION QUALIFICATIONS AND PROFILE

**Title:** Executive Director

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Detailed below are the identified essential areas of education, experience, knowledge, competencies, and characteristics for this position.

### **Education, Experience, Knowledge, and Training**

- Baccalaureate degree in business or nonprofit management, human services, or a related field.
- Minimum of five years of executive leadership experience.
- Deep knowledge of housing, supportive housing, and the issues of persons experiencing homelessness.
- Demonstrated experience in fund development.
- Strong business acumen, with comprehensive knowledge of fiscal management and housing-related financing.
- Advanced training in organizational leadership, building a culture that fosters commitment to the mission and an inclusive and welcoming work environment.

### **Competencies and Characteristics**

- Demonstrated ability to develop organizational strategy, including:
  - Creating an organizational vision.
  - Creating a strategic plan
  - Developing commitment to the vision and strategy.
- Demonstrated ability to execute organizational strategy, including:
  - The ability to drive results.
  - The ability to stay the course.
- Demonstrated ability as an organizational leader, including:
  - An effective champion for diversity, equity, inclusion and belongingness (DEIB) in all aspects of organizational leadership.
  - The ability to identify and develop talent.
  - The ability to build teams.
  - The ability to define goals and objectives.
  - The ability to define performance objectives.
  - Ability to develop an organizational culture that supports employee commitment and retention.
- Intellectual skills
  - Possesses strong analytical skills.
  - Is a conceptual thinker.
  - Possesses creative problem-solving skills.
- Interpersonal/communication skills, including:
  - Highly developed relationship development and influencing skills.
  - Exceptional verbal, written and presentation skills.
  - Projects an executive presence
- Approaches work and responsibilities with integrity.
- Has a keen sense of organizational awareness.

**SOLID GROUND**  
**POSITION QUALIFICATIONS AND PROFILE**

**Title:** Executive Director

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Detailed below are the highly useful areas of education, knowledge, experience, competencies, and characteristics for this position.

**Education, Experience, Knowledge, and Experience**

- Master's degree in one of the behavioral health sciences other areas, or a Master's degree in Public Administration, Nonprofit Administration or a Master's of Business Administration.
- Previous CEO/Executive Director-level experience.
- Knowledge of behavioral health systems and programs that support homeless populations.
- Demonstrated effectiveness in advocating for the homeless, including state and Federal lobbying experience and partnering with other housing organizations to achieve mutual goals.

**Competencies and Characteristics**

- Possesses a good sense of humor.
- Possesses homelessness lived experience.
- Skilled at conflict management.
- Possesses expertise in change management, including systems thinking.
- Skilled at balancing business needs and mission focus.

## **SOLID GROUND CRITICAL CHALLENGES FOR THE POSITION**

**Title:** Executive Director

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Described below are the critical challenges identified by the Board that the new Executive Director will be faced with in their first eighteen (18) months of employment and in some cases well into the future.

- This position will require the new incumbent to execute a successful transition to the Executive Director position, replacing an accomplished retiring Executive Director of 26 years. This will include, not only understanding the business, the challenges and opportunities that lay ahead for Solid Ground but also successfully connecting with the C-Team, staff, and board members.
- To ensure the continued viability and success of Solid Ground, the new Executive Director will need to continually focus on developing a sustainable revenue stream to support Solid Ground's capital-intensive cost structure. This will require leveraging current sources of revenues, innovatively developing new sources of revenue, and effectively managing vendor contracts.
- The new Executive Director must possess a deep understanding of diversity, equity, inclusion, and belongingness, combined with a deep understanding of the lived experience and trauma that Solid Ground's participants have faced, and that staff encounter on a daily basis. And utilize this understanding to ensure inclusive, fair, and equitable treatment of employees and participants.
- The next leader will be responsible for developing a new strategic plan starting in 2024. This will give the new Executive Director the unique opportunity to learn about and understand the organization through the strategy planning process (SWOT analysis) and include their vision for the growth and revitalization of the organization in the new plan.
- The new leader must build upon Solid Ground's current engagement with the communities in which it operates, government agencies, foundations, and donors in order to meet the future financial challenges of Solid Ground and the ever-increasing needs of persons experiencing homelessness.
- The nature of the work Solid Ground does present many challenges, including property management issues, managing the diverse needs of the participants and the ongoing need to secure more housing. The new leader must be skilled at utilizing their human and financial resources to effectively deal with these challenges.

**SOLID GROUND**  
**CRITICAL CHALLENGES FOR THE POSITION**

**Title:** Executive Director

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- Key to Solid Ground’s future financial success, the organization is embarking on a \$5 million plus capital campaign. Although the campaign is effectively facilitated by the Director of Advancement and supported by the Board of Directors, the new Executive Director will be required to provide enthusiasm, support, and leadership to ensure the success of the plan.
  
- The next leader of Solid Ground must be a strong advocate and voice for the issues and solutions for persons experiencing homelessness, especially leveraging the successful Solid Ground model (housing first and trauma informed care and support). The advocacy on the part of persons experiencing homelessness would include a high-level of community engagement, political involvement and developing collaborative relationships with other organizations that also deal with homelessness.
  
- The new leader should be capable of providing innovative organizational leadership for the staffing challenges that Solid Ground has faced in the post-pandemic employment marketplace. This includes but is not limited to building a culture of employee support, self-care, development and engagement and effective employee communications.