

Recruitment Profile
for

President/Chief Executive Officer



AIDS SERVICES OF DALLAS
Dallas, TX

June 2019

LEADERSHIP TRANSITION | EXECUTIVE SEARCH | BOARD ADVISORY

POSITION DESCRIPTION

Title: President/Chief Executive Officer

Organization: AIDS Services of Dallas (www.aidsdallas.org)

Reports to: Board of Trustees

Location: Dallas, TX

ORGANIZATION OVERVIEW:

AIDS Services of Dallas (ASD) was founded in 1987 with the mission of creating and strengthening healthy communities through the delivery of quality, service-enriched housing for individuals and families living with HIV/AIDS. Since its inception – originally as the PWA Coalition of Dallas in the darkest days of the pandemic – ASD has grown into the largest HIV/AIDS housing provider in the state of Texas and a nationally recognized model for serving highly vulnerable, disabled populations.

As the demography of the disease and the unique needs of people living with HIV/AIDS has evolved over the last 32 years, so too has ASD. Today ASD's mission includes advocacy, education, and the expansion of affordable housing and community development opportunities for its residents living with HIV/AIDS and for other economically disadvantaged people. Most recently, ASD has partnered with the City of Dallas to expand its permanent housing and case management services to a broader population of chronically homeless, disabled adults.

Operating on three core values – respect, justice, and mercy – ASD provides its residents with a range of services designed to remove barriers to care and empower them to cope with the lifelong impact of HIV/AIDS and housing insecurity on their physical, emotional, and financial health.

CORE PROGRAMS AND SERVICES

- 1. Housing:** ASD provides safe housing, along with home health care, to individuals and families living with HIV/AIDS. Care is provided on a 24-hour basis by ASD's Personal Care Aide (PCA) staff. ASD also has Residential Coordinators onsite who maintain a clear and comprehensive understanding of the level of care required by clients.
- 2. Case Management:** Professional, on-site case managers perform a critical role in ASD's housing services by providing individual resident assessments, case assessments, and coordination of both on-site and off-site services.
- 3. Medical Case Management:** On-site, HIV-experienced registered nurses coordinate medical appointments, clinical care, medication assistance and administration, and prescription delivery with local healthcare providers.

4. Transportation: Provided to residents for health-related trips and supportive services.

5. Meals: ASD provides up to three meals a day, five days a week, for all residents, including the “Supper Clubs” program with evening meals fully sponsored by various local volunteer groups. The Food Services Program assures proper nutrition and a healthy diet for a population with special needs

This range of services has been demonstrated to remove barriers to care and to empower residents to cope with the overwhelming impact of HIV/AIDS

HOUSING PROGRAMS

ASD operates four apartment communities that collectively provide service-enriched housing for 225 men, women and children living with HIV/AIDS. All four of these communities are located within walking distance of each other in the North Oak Cliff area (adjacent to the Central Business District of Dallas). Each facility provides a privately-furnished residence for each individual or family household. The demand for services is so great that, at any given time, ASD maintains a waiting list of 100-125 persons who are waiting to move in. These communities are:

- **Ewing Center:** 15,000-square-foot facility with 22 private living units
- **Revlon Apartments:** 27 one and two-bedroom units
- **Hillcrest House:** 64-unit single room occupancy (SRO) facility
- **Spencer Gardens:** 12 two- and three-bedroom units

ASD recently acquired a fifth, multi-family residential property and has received funding to renovate and refurbish it. **Lancaster Apartments** will provide housing units for low-income persons living with HIV/AIDS in an independent living environment. It is scheduled to receive its first clients in 2020.

Additionally, **Gateway to Permanent Supportive Housing** is a new program in partnership with the City of Dallas that will bring ASD’s permanent housing and case management services to an additional 70, chronically homeless and/or disabled adults.

Thriving begins with a safe, stable place to live. ASD not only meets its residents’ basic needs, it also gives them the necessary support to achieve self-sufficiency. Through its programs, ASD provides residents the dignity of a home, reduces the spread of HIV/AIDS, and brings hope, compassion, and dignity to vulnerable individuals and families.

With an annual operating budget that has grown to more than \$5 million, ASD provides housing services without regard for race, age, national origin, religion, sexual orientation, gender identity or gender expression. As of December 31, 2018, ASD had provided 1,460,419 nights of housing for 2,148 men, women, and children. ASD has been nationally recognized with the HUD “Best Practices” Award and two separate “Excellence in Affordable Housing” awards from the Metropolitan Life Foundation.

For more information on AIDS Services of Dallas, please visit www.aidsdallas.org.

REPORTING RELATIONSHIPS:

Reports directly to the Executive Committee of the Board of Trustees. Oversees a total of 70-plus fulltime and part-time staff, including the following direct reports: Chief Financial Officer, Development Director, Human Resources Director, Facilities Manager, Office Manager, and VP/Chief Operating Officer who in turn supervises the Programs & Services staff.

THE POSITION:

In January of this year, ASD's long-serving CEO, Don Maison, stepped down after more than three decades of service. Mr. Maison's departure has presented ASD with the opportunity and challenge of recruiting only the second President & CEO since its founding.

Accountable directly to the Board of Trustees, the President & CEO is the principal operating officer of the agency. This person will assume daily responsibility for the administrative leadership, financial management, and operational oversight of AIDS Services of Dallas, and all related programs and services. She/He/They will be responsible for staff management, fiscal stewardship, fund development, program and service delivery, communications and outreach, and external relations for the organization.

The President & CEO is also responsible for implementing all policies and procedures approved by the Board of Trustees and assuring that AIDS Services of Dallas is in compliance with all statutory requirements and administrative regulations set forth by all funding sources. This new leader will be tasked with stewarding AIDS Services of Dallas' unique place in the HIV/AIDS and LGBTQ+ communities with a particular focus on the following strategic priorities:

- Lead Board, Staff, and other stakeholders in developing and implementing a clear strategic vision for the future
- Expand fundraising programs and activities to increase contributed income from grants, individual donors, and special events
- Broaden and strengthen ASD's engagement with the communities and partners on whom its success depends
- Continually improve and evolve programming to most fully meet the needs of ASD residents
- Work to raise ASD's profile and visibility, and to deepen awareness of its work and mission

PRIMARY RESPONSIBILITIES:

[NOTE: While no single candidate is likely to have equal expertise in all of the categories below. Successful candidates will possess a compelling combination of strengths and the self-awareness and wisdom to hire or leverage existing resources in the area(s) where they lack personal mastery.]

Organizational Leadership

- With the Board of Trustees and appropriate internal/external partners, develop and implement a strategic plan to ensure that AIDS Services of Dallas remains a robust, viable, and fiscally sustainable organization;
- Drive the development of annual and long-range operating plans;
- Set organizational goals and expected outcomes and work with Trustees, staff, and external resources to ensure their successful completion;

- Continually and critically review agency functions and services, and align human resources to strategic, operational, and programmatic priorities.

Staff Management

- Directly oversee and support the work of the VP/Chief Operating Officer, Chief Financial Officer, Development Director, Human Resources Director, Facilities Manager, and Office Manager;
- Increase teamwork and collaboration in ways that elevate employee morale and break down silos or divisions;
- Revise organizational structure and job descriptions as needed and within budget parameters;
- Establish and evaluate performance objectives for the Leadership Team (direct reports) and encourage continuous training and development among all staff.

Fundraising

- With the Development Director, the Development Committee of the Board, and other appropriate staff/volunteers, implement new fundraising activities that support the growth and stability of the organization;
- Lead efforts to identify and secure new and innovative funding sources and expand the organization's base of financial support;
- Provide leadership to grant acquisition and management processes, in particular with local and federal government agencies and programs (HUD, Ryan White, Dallas Metro Homeless Authority, Dallas County, etc.);
- Represent ASD in key third-party fundraising events, including Purple Foundation, Black Tie Dinner, AIDS Walk, etc., and maintain positive, personal relationships with key individual and institutional funders.

Fiscal Stewardship

In partnership with the Chief Financial Officer and Board Finance Committee,

- Manage/oversee all financial activities of AIDS Services of Dallas, within the various guidelines of all funding sources;
- Submit accurate and timely reports to the Board of Trustees, and to all funding partners as required;
- Prepare annual budget(s) and administer the adopted budget in consultation with the Board of Trustees;
- Administer the funds of the organization through the assigned staff and according to the budget approved, ensuring maximum resource utilization to keep the agency in a positive financial position.

Compliance/Quality Control

- Lead the organization in such a way that ASD is fully compliant with all applicable legal, regulatory, programmatic, and quality standards;
- Review Quality Management Committee reports and maintain overall quality assurance within the agency;
- Ensure that financial records are kept in accordance with generally accepted accounting procedures, Office of Management and Budget Circular A-133, and other relevant state and federal guidelines for grants management;

- Continually evaluate client services and adapt policies and procedures as necessary to maximize quality of service and delivery to all clients served;
- Make certain all buildings and properties are in conditions which meet all federal, state, and local safety codes, as well as accessibility standards.

External Relations

- Build strong working relationships with key stakeholders, constituents, community partners, public officials, and others in advancing ASD's work and mission;
- Maintain positive public relations and community awareness of ASD through all appropriate channels;
- Act as a public advocate for the organization and its programs in the communities it serves;
- Represent ASD in state, county, and federal provider relationships, community events, fundraising partnerships, and convenings with funding organizations and affiliated agencies and partners.

Programmatic Leadership:

- Provide vision and leadership to make sure ASD remains current with all strategic, programmatic, and innovations/best practices in the field;
- Identify opportunities for expansion in the areas of HIV/AIDS and LGBTQ supportive housing;
- Regularly evaluate programs and make recommendations to the Board to keep the agency's programs responsive to client needs.

CANDIDATE PROFILE

The new President & CEO of AIDS Services of Dallas will be a proven leader with a successful track record in organizations providing direct human services. They should bring solid executive management experience as well as a deep understanding of and compassion for the unique challenges of those living with HIV/AIDS and facing housing insecurity. This position requires a collaborative, direct, and inclusive leadership style combined with strong emotional intelligence and the ability to act decisively when necessary.

Successful candidates will demonstrate a capacity for change management and the patience, interpersonal skills, and tenacity to overcome organizational and individual resistance to change. This person should also possess the ability to set and maintain strategic direction while simultaneously managing day-to-day operations and directing cross-functional teams. They will possess the ability to build productive and collaborative working relationships both inside and outside the organization, across broad communities of diverse people.

Required Skills & Experience

- Minimum of 12-15 years of nonprofit management experience, including 3-5 years in an executive leadership role;
- Strong staff management and supervisory experience, preferably of a multi-functional team of 30 or more;
- Budgeting/fiscal oversight experience in a program or organization of \$5 million or more;
- Track record of success in fundraising as demonstrated by growing an organization's philanthropic income and base of support;

- Experience in a social services organization funded at least in part by government grants or contracts and with management, accountability, and oversight of those grants and contacts;
- Directly related experience in HIV/AIDS, housing services, or homelessness strongly desired;
- Strong organizational abilities including planning, delegating, program development, and task facilitation
- Exceptional written and oral communications skills and the ability to make impactful connections with a wide range of constituencies;
- Demonstrated ability to build partnership and coalitions with local communities, allied organizations, public sector agencies, and movement partners;
- Comfortable being a public advocate for persons living with or affected by HIV/AIDS and/or homelessness;
- Undergraduate degree is required; graduate degree in a related discipline desired.

Desired Personal Characteristics

- Open and direct leadership style which clearly communicates goals and expectations, engages staff at all levels, builds strong teams, and encourages collaboration;
- Demonstrated commitment to equity and inclusion; in particular, engaging and supporting marginalized communities and populations
- Embodies the values of ASD – respect, justice, and mercy – in engaging with and supporting all ASD residents and staff;
- Compassion for people living with HIV/AIDS and/or homelessness, as well as the unique experiences and history of LGBTQ+ people;
- Ability to deal in a sensitive manner with diversity in culture, race and sexual orientation;
- Sufficient executive presence to earn respect and credibility, combined with enough humility to learn and grow from the content/functional experts and long-term supporters in and around the organization.

OPPORTUNITY:

The new President & CEO of AIDS Service of Dallas will lead an organization whose mission is critical, whose work is vital, and whose platform is unique. As only the second CEO ASD has ever had, this person will bring new perspective and vision to ASD's already successful work. They will join a dedicated team of professionals and can leverage the 30 plus years of brand, history, and reputation in achieving new levels of impact and effectiveness. And in so doing this person will have a direct, personal, and measurable impact on the lives of people it serves. This a position with enormous potential for someone who is passionate about serving those most vulnerable, who is committed to directly addressing social issues such as HIV/AIDS and homelessness, and who believes in investing in the dignity of every human being.

TO APPLY:

Kevin Chase Executive Search Group has been retained to lead this recruitment effort on behalf of AIDS Services of Dallas. We are pleased to answer any questions or supply further information. Inquiries, nominations, or applications (including a cover letter and resume/curriculum vitae) should be directed electronically and in confidence, to:

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Kevin Chase Executive Search works only with Equal Opportunity Employers. AIDS Services of Dallas provides a team-based work environment and values the benefits of a diversified workplace. Women, people of color, transgender individuals and members of the other under-represented populations are strongly encouraged to apply.

All inquiries or referrals will be held in strict confidence.

Please note that all education, dates of employment, compensation and other information provided will be verified prior to an offer of employment.