

## Conard House Executive Director

***The Board of Directors of Conard House seeks a compassionate and externally-focused leader to advocate for the supportive housing resources needed for adults in San Francisco recovering from serious mental conditions and/or homelessness.***

In 2020 [Conard House](#) will celebrate 60 years of serving people living on the margins of society. Founder Elaine Mikels learned of a need for a normalizing transitional community for people with mental illness who were leaving a state hospital, and established Conard as San Francisco's first "halfway house" for former patients. Today, Conard owns and/or operates properties providing approximately 700 people with supportive housing that offers psycho-social rehabilitation services and other resources that help them be productive members of society. Conard also operates a money management and advocacy program. After 25 years, Conard's Executive Director is retiring, which creates the opportunity for the organization to reflect on what Conard does well and what it can do differently or evolve into. Conard's strategic plan goes through 2020, giving the Executive Director time to learn the organization and its place within the human services ecosystem, develop or expand relationships with the City and County of San Francisco, and engage with partner organizations and coalitions.

Conard House owns and manages five residences, two properties owned but managed by an outside property management company, two more properties master-leased but managed by an outside property management company, and 17 properties master-leased and managed. The Executive Director also serves as the ED of each of the affiliated housing corporations.

Conard House has an annual consolidated operating budget of approximately \$18M, a staff of 136 (78 of whom are SEIU members), and is governed by an engaged ten-member board of directors.

The Conard House service model is central to ensuring the safety and well-being of staff, residents, and clients. Sustaining this model remains the top priority as the ED guides a new strategic planning process. It is expected that the ED will spend considerable attention focusing externally, interacting with the City, donors, community leaders and other stakeholders.

### **Ongoing Responsibilities**

The Executive Director is responsible for the day-to-day business affairs of Conard House with the intent of achieving greater financial independence while pursuing increased public support.

#### LEADERSHIP

- In collaboration with the board and staff, lead a strategic planning process with emphasis on goals for expanded and fundable services and programs, branding/awareness building, and increased contributed revenue.
- Recruit, manage and inspire team; ensure staffing is appropriately and fairly compensated to meet organizational goals.
- Assume an active role with city officials, nonprofit partners, policy and affinity groups; be regarded as a thought leader and problem-solver.

#### PROGRAMS AND SERVICES

- With the Clinical Director, review programs, locations, systems, processes, outcomes measurement, compliance and billing procedures.
- Cultivate an active partnership with the City that positions Conard as a trusted partner; ensure that Conard gains access to public funds for mental health and homelessness services; make a compelling case for greater funding across the sector generally and for

Conard in particular; understand the policy implications and the public sector contracting process.

- Consider adding programs that can move Conard into another funding lane beyond what is currently sought for supportive housing and mental health.

#### FUNDRAISING, COMMUNICATIONS AND VISIBILITY

- As Fundraiser-in-Chief, personally drive major individual and corporate donor cultivation and solicitations; with development director, create a development plan to diversify contributed revenue and sets goals for developing a robust pipeline of prospects whose interests align to Conard House; ensure the infrastructure is in place to identify, cultivate, solicit and steward donors, and there is clarity on staff, ED and board fundraising roles and responsibilities.
- Review and implement traditional and digital branding recommendations by TBG; raise the public's understanding of Conard's work through a communications strategy; clearly articulate the mission, vision, programs and impact; champion the organization's brand in person and across digital platforms.
- Be a visible and credible leader among those that advocate for policies that address supportive housing, mental health, and other issues that contribute to homelessness.

#### GENERAL MANAGEMENT, FINANCE AND ADMINISTRATION

- Ensure that day-to-day operations and programs are professionally and efficiently organized and administered; ensure proper administration of contracts, including compliance with relevant employment laws and other legal requirements.
- Maintain Conard House's fiscal viability and that the organization adheres to a sustainable financial plan based on an approved annual budget; verify that financial budgets and spending on operations and grants are aligned; foster an atmosphere of transparency and accountability.
- Lead and inspire a committed professional staff; develop an organizational culture that is respectful, collaborative and sustains morale; encourage self-care for staff and be particularly sensitive to workplace trauma.
- Ensure that information technology resources are stable, integrated, and state-of-the-art as funding allows.
- Represent Conard at union negotiations, when required.

#### GOVERNANCE

- Become familiar with and adhere to Conard House's governance policies; develop, recommend, and implement policies, program goals and objectives; provide ongoing communication to the Board on critical matters related to Conard House including the changing needs and priorities of the resident/client communities; set the tone of board meetings that encourage collaboration, inquiry, and innovation.
- Encourage the involvement of board members in an appropriate range of activities; actively identify and recruit new board members whose skills, networks, and interests align to the organization's needs.
- Keep the Chair informed of Conard House's finances and activities; provide timely and concise "state of the organization" assessments; work with the board to develop a strategic roadmap for the organization's continued evolution.

#### **Experience and Qualifications**

The Executive Director will have an understanding of public policy and funding mechanisms in the City and County of San Francisco, establish a refreshed vision for the future of Conard House, expand the community's understanding of the work, and increase contributed revenue. Additionally, the organization seeks:

- A mission-driven individual with a strong moral compass and a belief in and commitment to Conard House's mission; one with outstanding human qualities and an ability to maintain balance and perspective.
- Ten or more years' executive leadership and management experience, preferably within organizations that provide services to marginalized communities; a track record of securing both public funding and contributed revenue; experience managing organizational change and building essential resources for fundraising support, administrative infrastructure, and talent acquisition.
- Experience with organizations that depend on public agencies for revenue, including managing a P&L where the operating margins are narrow; experience working in a restricted funds environment where revenue is spoken for and needs to be efficiently used; familiarity with the fee-for-service relationship that dictates Conard's relationship with DPH, as well as cost reimbursements and housing subsidies.
- A marketing sensibility to create new awareness of Conard House; ability to develop effective and productive relationships with staff, clients, city officials, donors, businesses, nonprofits, leaders and advocates from a variety of communities.
- Decisive and resourceful, with the sensitivity to gain the support and confidence of the board and staff at all levels; one who trusts and understands the subtleties of leading a diverse group of personalities with varying work styles.
- Outstanding oral and written communication skills, including excellent public speaking skills for formal and extemporaneous presentations.
- A Master's degree in a related field is preferred.

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