



Executive Director
Position Guide • April 2023

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OVERVIEW

Position	Executive Director
Reports to	Board of Directors
Location	Waukegan, Illinois



MISSION

PADS Lake County is a community-based organization that provides trauma-informed support, resources and shelter to individuals and families experiencing a housing crisis.

VISION

We envision a community in which homelessness is rare, brief and non-recurring; one in which anyone who may experience a housing crisis has timely access to the proper resources and services based on their individual need.

CORE VALUES

In order to achieve our vision and carry out our mission, we hold true to the following values:

- Client-Centered: We put the people we serve first
- Self-Determination: We allow the people we serve to make their own, informed choices
- Dignity: We provide a dignified environment, in all ways
- Respect: We treat the people we serve respectfully, as people first
- Compassion: We provide our services in a compassionate and caring manner
- Commitment: We do not give up on the people we serve
- Trauma-informed Care: We provide service in a way that understands the trauma experienced
- Harm Reduction; We embrace the harm reduction model for behaviors
- Diversity: We believe in the power of diversity in our workforce
- Cultural Competency: We understand the different backgrounds of the people we serve
- Confidentiality: We vigorously defend the right to privacy of the people we serve
- Equity: We provide service to each according to their need

ABOUT PADS LAKE COUNTY



PADS Lake County (PADS) helps individuals and families reach their full potential by providing a comprehensive approach to reducing homelessness. Through holistic services, the organization seeks to help the community create sturdy foundations in stable homes so that they can build brighter futures for themselves and contribute to their community.

PADS was founded in 1972 as a 24-hour telephone crisis hotline. As the crisis telephone lines busied, so did the dedication of PADS' leaders and staff. It was quickly determined that if the lives and futures of Lake County's homeless were truly going to be changed, it required more than a switchboard. In the early 1980's, the PADS + Program was started offering daytime shelter and supportive services. On Christmas Eve, 1987, PADS opened its first emergency overnight shelter program at Wesley Free Methodist Church in Waukegan. This afforded the means to provide face-to-face crisis intervention. Modeled after Public Action to Deliver Shelter, PADS laid the groundwork that would serve as the foundation for future programs.

With the need still not being fully met, PADS opened its Day Resource Center in 1992, officially marking PADS as the entry point and first step for Lake County's homeless rejoining their community. The Day Resource Center was a success as PADS began to see and meet the need of the growing number of homeless within Lake County.

In 1998, PADS began its journey into long-term housing by establishing the HELP Center (Habits for Effective Life Planning). This provided another path for moving people from homelessness and/or substance abuse to sobriety, permanent housing and stability. The HELP Center has evolved to be the permanent supportive housing program focused on chronically homeless individuals with disabilities.

Today, as the only emergency shelter system in Lake County, PADS operates 15 emergency shelter sites, its Day Resource Center with numerous programs within it, as well as a number of scattered site long-term supportive housing units. PADS also provides a multiplicity of services with a vision and mission of placing all of Lake County's homeless on a secure path to sustained independence.

PADS Lake County has approximately 35 employees, a \$3.7 million annual budget, is governed by a dedicated 10-member Board of Directors and welcomes many volunteers from the broader community.



PROGRAMMATIC OFFERINGS

The intended impact of PADS' work is to ensure that anyone who faces a housing crisis has resources and assistance available to them—from prevention efforts to emergency shelter and supportive housing. These holistic programs and services seek to help the organization's clients build sturdy foundations in stable homes so that they can build brighter futures for themselves and their families.

The Day Resource Center (DRC) is the building where anyone experiencing homelessness, or a housing crisis, can come for immediate care. Individuals and families are provided with holistic and wrap around services, including working with a Case Manager to create a housing plan that ensures long-term success. PADS staff engages with clients and identifies a path through their trauma. This work includes addressing the immediate crisis to find shelter and food. The work then continues to address the larger challenges by connecting clients to available resources, making referrals to social services and helping to secure a permanent housing solution.

Case Management - Each client that comes to PADS is paired with a Case Manager who assesses their needs, help them identify their barriers to getting out of homelessness and who collaborates with them to create an individual plan for a pathway towards housing. Some clients may have more complex barriers and may work with our Case Managers over a longer period to receive therapy, counseling and connections to other supportive services.

Homeless Healthcare Access Program (HHAP) addresses significant health and well-being issues of our clients that often lead to homelessness. One's health is often neglected when a person is more concerned with where they are going to rest their head for the night, or where their next meal is coming from. PADS helps eliminate these barriers that prevent clients from seeking and receiving medical care, and get the diagnosis, treatment and support needed to improve their physical health. The Healthcare Case Manager provides support that includes medical, prenatal, pediatric, vision, dental, podiatric care and more. Additionally, PADS helps to address logistical barriers by providing transportation to and from medical appointments, prescription assistance and access to other important medical resources.

Considered a "light touch" approach, PADS' **Prevention & Diversion Program** serves clients who are at imminent risk of losing their housing. This method helps clients remain in their homes while they resolve their housing crisis, avoiding the need to enter the shelter system. Diversion support may also include working with a property owner to create a payment plan, finding friends or family that someone can stay with and connecting clients to emergency financial resources.

PADS' Outreach Program meets people where they are and offers them safety nets towards stable housing. The staff goes out into communities to engage with people experiencing homelessness wherever they may be—in the woods, at the library, on the streets, in abandoned buildings and while exposed to the elements. With compassion and respect, the Outreach team connects with clients to offer immediate case management, housing solutions and access to services they need to move out of homelessness and back into housing. They work tirelessly, building relationships and trust with every vulnerable individual they meet by encouraging them to access much needed services from PADS and other partner agencies.

Launched in 2006, the **Supportive Housing Programs** follow the Housing First model, which prioritizes providing permanent housing as quickly as possible to people experiencing homelessness. This approach believes that meeting someone's basics needs (having a home, eating regular meals and enjoying a sense of security) is the first step toward addressing the root cause of homelessness, including any behavioral or physical health issues. Many participants have historically been unable to access these services or be successful in housing due to a job loss or a medical crisis.

PADS operates the primary **Emergency Shelter Program** in Lake County. This ensures that everyone has a safe, warm place to sleep every night; receives warm meals; enjoys respectful and supportive conversations; and receives breakfast and a sack lunch the next day. Operating on a rotating basis, PADS works to have at least two sites (local houses of worship) per night, each serving at least 25 people during the coming shelter season. Over the years, host sites are supported by about 3,000 dedicated volunteers from religious groups, service organizations and local businesses. Families and individuals have also been our reliable partners, ensuring that all those who come to PADS' doors needing shelter for the night feel safe, are welcomed and are treated with respect and dignity. In the fall of 2022, PADS began operating a hybrid model where families and medically fragile individuals remain sheltered in individual accommodations and all other individuals are welcomed back into our rotating shelter sites.

The Executive Director of PADS will significantly shape the long-term future of this trusted organization in partnership with a dedicated staff and an engaged Board of Directors.



Building upon the agency's strong brand presence and financial stability, the Executive Director will be tasked with creating a new vision and strategy for the agency's programs and services, ushering in its next chapter of excellence in the provision of homelessness services with vigor.

PADS' next Executive Director will be a tenacious advocate and strategic creative who will have the opportunity to execute on building innovative and collaborative partnerships in the for-profit, nonprofit and public sectors to solve homelessness. As the Executive Director, there will be significant focus on top strategic priorities; stewarding resources to implement the vision, mission and strategy of PADS. Those priorities are:

- *Fundraising*
- *Staff Development & Retention*
- *Board Expansion, Diversification and Development*
- *Securing a Fixed Site Shelter*

PADS has faced the challenges of NIMBY-ism (Not in My Backyard) around securing a fixed site for their shelter. The realization of a Fixed Site Shelter is a crucial undertaking for PADS, and the incoming Executive Director will have an exceptional opportunity to lead its design, development and implementation. This initiative represents a groundbreaking effort for Lake County, and the success of the project will be pivotal in shaping PADS Lake County's future trajectory. The Executive Director's leadership will be instrumental in ensuring that the Fixed Site Shelter becomes a reality. This will present an opportunity to continue to deepen relationships with local government officials, state representatives, donors, the business community and other partner organizations to move this critical initiative to completion.

The Executive Director will help move the organization towards being a more professionalized, mature nonprofit by continuing to support the Board and their goal to transition from being a working board (doing) to a governing board (vision, oversight). Investment in staff development, training, onboarding and retention will be key to building a strong culture and ebbing staff turnover.

PADS has been thoughtful about their organizational journey around diversity, equity, inclusion and accessibility through the lens of the unhoused. There is an ever-growing appreciation for health equity, racial justice and the new conversations and collaborations that may bring new opportunities and deeper impact.



POSITION SUMMARY

Reporting to the Board of Directors, the Executive Director is responsible for the successful leadership and management of the organization according to the strategic direction set by the Board of Directors.



He/She/They are responsible for providing hands on leadership to drive the direction of the organization within the community; ensuring that the staff is performing in a way that strengthens and promotes the PADS brand; and driving the efficiency of the organization through all administrative areas (finance, human resources, communications, marketing, technology, etc.). The Executive Director also serves as an advocate for the interests of those who are served by PADS.

VISIONARY LEADERSHIP AND STRATEGY

- *Provide inspired leadership to promote and practice PADS' mission, vision and core values, ensuring all programs are mission-driven, in line with strategic plan goals, and support the needs of clients.*
- *Evaluate and optimize current organizational initiatives, anticipating community needs for human services and fostering a climate of innovation and best-practice approaches. Regularly examine the existing service delivery, ensuring longevity of programs and optimal use of human and financial resources, including partnerships with community organizations and volunteers.*
- *Lead and collaborate with the Board of Directors, community partners, staff and volunteers to develop and strategically implement a vision for ending homelessness.*
- *Act as a professional advisor to the Board of Directors on all aspects of the organization's activities. Ensure the future of PADS grows from solid, ongoing operations. Develop and implement measurable objectives, budgets, funding strategies, and timelines.*

ADMINISTRATION, MANAGEMENT AND FINANCIAL OVERSIGHT

- *Foster a climate of excellence, high ethical standards and a cooperative spirit among staff; manage through a lens of flexibility, an openness to suggestions, and the ability to lead a collaborative workforce.*
- *Recruit, lead, develop, and motivate a highly effective, productive and cohesive staff with both operational talent and professional and technical expertise.*
- *Ensure that the operation of the organization meets the expectations of its clients, Board and Funders.*
- *Direct the development of annual operating and capital budgets and ensure that the organization operates within budget guidelines and achieves budget expectations, demonstrating fiscal responsibility and efficient use of resources. Regularly monitor budgets and cash flow statements, maintaining consistent reporting on the organization's financial position and outlook.*
- *Ensure that resources, support, tools, policies and procedures are relevant and current as PADS continues to evolve in ongoing operations, assuring compliance with all local, state, federal, industry, and other required regulations.*
- *Direct the negotiation and administration of contracts and grants from all applicable funding sources and maintain ongoing relationships. Guarantee adherence to all mandates and that all programs remain in compliance with existing contracts.*
- *Ensure that the programs and services offered by the organization contribute to the organization's mission and reflect the priorities of the Board, as well as meet the expectations of its clients, Board and Funders.*

HUMAN RESOURCES PLANNING AND MANAGEMENT

- *Ensure the management of human resources policies, procedures and practices.*
- *Maintain a positive, healthy and safe work environment in accordance with all appropriate legislation and regulations.*
- *Support a performance management driven environment.*
- *Coach and mentor as appropriate to improve performance.*

FINANCIAL PLANNING AND MANAGEMENT

- *Work with the Board to secure adequate funding for the operations and the organization.*
- *Research funding sources, oversee the development of fundraising plans.*
- *Participate in fundraising activities as appropriate.*
- *Ensure that the organization complies with all legislation covering taxation and withholding payments.*

FUNDRAISING MANAGEMENT

- *Establish aggressive fundraising goals – both collective and individual – that challenge and motivate all participants to excel and fully engage the PADS board members, the Director of Development, and other partners.*
- *Provide lead generation of new revenue needed to support the mission and development of programs and services.*
- *Identify and cultivate major prospective donors and maintain positive relations with current and past contributors of significant gifts.*
- *Nurture and expand the donor base as a foundation for both greater unrestricted support and effective advocacy for support.*

BOARD DEVELOPMENT AND RELATIONS

- *Communicate effectively and promptly with the Board and serve as the strongest link of communication between board members, staff, volunteers, and the community at-large. Establish a relationship with the Board and Board Chair that allows for clear communication and enables the Board to feel well-informed about key agency activities.*
- *Assist board members in making a positive contribution to the organization in areas of vision, governance, fundraising, finance, policy and evaluation.*
- *Work with the Board Chair to orient board members and develop appropriate approved materials to educate board members on the various aspects of PADS.*
- *Serve as an ex-officio member of the Board and all its standing committees and assist the Board Chair in planning all meeting agendas.*

COMMUNITY PARTNERSHIPS AND RELATIONSHIP MANAGEMENT

- *Monitor current and develop new partnerships that further increase access to affordable housing and ensure delivery of high quality, integrated and innovative services to those most in need.*
- *Maintain and cultivate a positive working relationship with individuals served; volunteers; state, regional, and national partners; funders and peer organizations in a collegial and creative manner.*
- *Sustain and broaden existing support from the faith communities, ensuring that support is optimized toward current and workable solutions.*
- *Advocate with local, state and federal legislators and government officials to generate funding, programmatic and relational support for PADS.*
- *Serve as a passionate and knowledgeable resource and thought leader for human services leaders throughout Lake County. Representing the agency on councils, boards, and panels as appropriate.*
- *Raise the profile of PADS through a blend of new and innovative outreach strategies that include technology, social networks, public convening and public engagement to increase support for the initiatives and needs of the clients and broader community. This could also be how the fixed site shelter is leveraged to increase our footprint and branding.*
- *Work within the human services sector and across public, private, and nonprofit sectors to build coalitions and community partnerships.*

RISK MANAGEMENT

- *Identify and evaluate the risks to the organization's people (clients, staff, management, volunteers), property, finances, goodwill and image and implement measures to control risks.*
- *Ensure the Board of Directors and the organization carries appropriate and adequate insurance coverage.*
- *Ensure that the Board and staff understand terms, conditions and limitations of insurance coverage.*



PADS seeks a passionate, authentic, teamwork-oriented and energetic leader with vision to support and build upon the accomplishments of the agency and who aspires to elevate the organization to the next level. On behalf of its broader stakeholder community, the organization seeks an individual who has unwavering commitment to providing homeless services and offers hope to individuals both within and beyond PADS.

The Executive Director will serve as a thought leader and have a strong, vibrant public presence. The ideal leader will also be a dynamic relationship-builder with a demonstrated knowledge of cultivating and growing critical partnerships for organizational growth. Knowledge of homeless services and a proven advocate of marginalized populations will be highly valued.

The ideal candidate must be an effective and compassionate manager who has excellent communication skills in both speaking and writing. This leader is a self-starter with a minimum of five to 10 years in senior leadership of a mission-driven organization. He/She/They will bring progressive experience in leadership and management with a documented ability to develop successful teams and manage group dynamics along with significant experience in hiring top talent, mentoring and managing professional staff. Prior CEO or Executive Director experience is strongly preferred.

The next Executive Director will serve as the primary external representative of PADS and will possess strong networking skills to help foster fundraising revenue and build a culture of philanthropy for the organization.



He/She/They will possess the ability to create strong, meaningful relationships and build consensus and collaboration amongst a wide range of community stakeholders is required. He/She/They will have demonstrated skills in development, including cultivating and soliciting major gifts, corporate and foundation grants, capital campaign experience and seeking out creative grant opportunities that align with the mission and vision of the organization. Knowledge of complex and blended funding streams is highly preferred.

This person will possess well-developed administrative skills, including fiscal responsibility and discipline, change management, human resource management and staff development. The candidate will demonstrate inspirational leadership and the ability to build and nurture an inclusive culture that is grounded in a shared vision, vibrant in teamwork, supported by mutual respect and unrelenting in its pursuit of quality and equality. The next Executive Director will develop respectful and professional relationships with a broadly diverse group of community leaders, residents and staff, with cultural competence and sensitivity to a wide range of perspectives and needs.

The candidate will be skilled in developing a strong partnership with the Board of Directors with a mutual interest in furthering the mission and increasing the organization's scope of outreach and influence. A track record of successfully engaging with an active and participative governing Board must be evident. The Executive Director will establish and maintain a climate of trust in all leadership and Board-related matters, as well as a learning environment to encourage active engagement by the Board in pursuit of organizational effectiveness. The candidate will demonstrate the ability to consistently engage Board members to support strategic development and tactical implementation.

The Executive Director will appreciate and acknowledge the work of PADS' dedicated staff, while advancing their skills and professional excellence. The candidate must be a strategic thinker and problem-solver, be able to delegate authority and responsibility, and have a healthy and intentional reliance on staff, volunteers and Board members.

A demonstrated awareness of DEI principles (Diversity, Equity and Inclusion) and experience in implementing programming and training relative to DEI is essential. Other core skills will be evident in seeking diverse views and perspectives, building consensus and acting with integrity and decisiveness. Humility and an attitude of servant leadership will be effective traits in harnessing the efforts of others and in furthering the legacy of PADS.

In addition, some of the important personal attributes we seek include charisma, courageousness, loyalty, authenticity, nimbleness, optimism, humility, emotional intelligence, good listening skills and a sense of humor.

A minimum of a bachelor's degree is required, though a master's or advanced degree is preferred. Evidence of continuing education, certification and executive level training is desirable.



PADS Lake County offers a competitive salary and benefits package.

The salary range for this position is between \$130,000 and \$150,000 and will be commensurate with experience. PADS Lake County offers a comprehensive benefits package, including but not limited to 12 paid holidays, vacation days, medical, dental and vision insurance, a flexible spending account, a health savings account, term life and personal accident insurance and a 401k.

How to apply

Applications and nominations are being received by Kittleman & Associates, LLC. To apply, please send a current resume and letter of interest to <https://bit.ly/3LEJeVr> (click on the Apply button at the bottom of the page).

