

At The Crossroads Executive Director

At The Crossroads (ATC) is in search of a leader that will help bring the organization into an exciting new phase. Our goal is to continue to provide unconditional, in-depth, and long-term support to San Francisco's most overlooked young people while increasing ATC's impact and profile. We are looking for an Executive Director who is excited to dream big, is driven by person-centered values, and has experience organizing communities to work together and fight for what is right.

Founded in 1998, At The Crossroads reaches out to homeless youth and young adults at their point of need, and works with them to build healthy and fulfilling lives. By bringing our services directly onto the streets, we cultivate long-term, unconditional relationships with young people who would otherwise be without consistent support.

San Francisco has close to 2,000 young people experiencing homelessness on any given night. The majority (95%) of unaccompanied youth experiencing homelessness are transitional-age youth between 18 and 24 years old. Almost half of all young people experiencing homelessness in the city identify as LGBTQ and are people of color. While Blacks and Latinos make up just 6% and 15% of the city's population, they account for 29% and 27% of the local count of homeless young people. In addition to housing, youth are in need of support around education and employment goals, health care, and mental health services. However, systemic issues and barriers compound their stress and trauma preventing them from accessing services.

At The Crossroads supports over 400 youth and adults (16-37) annually through referrals and direct services which include counseling, clothing, food, and access to housing.

The next Executive Director, working collaboratively with a dedicated community, will raise At The Crossroads' profile as a leader in providing holistic, relational support to youth and young adults experiencing housing instability and poverty in San Francisco. The Executive Director will shape an organization that provides highly accessible, low barrier services that lead to clients:

- Being respected for their individuality;
- Feeling that they are a priority and have their needs better met; and
- Feeling empowered to drive change in their own lives, pursue their passions, and move from surviving to thriving.

BASIC FUNCTION

The Executive Director will provide visionary leadership and management of At The Crossroads, its staff, volunteers, partners, and programs. The Executive Director will assure healthy and sustainable growth and strategically position At The Crossroads as a leader in the field of providing compassionate support services to young people experiencing homelessness in the San Francisco Bay Area.

The Executive Director will be responsible for overseeing all aspects of At The Crossroads fundraising, programmatic development, and fiscal and staff management, including annual strategic planning, budgeting, and day-to-day management. The Executive Director will maintain and grow successful and productive local and regional community relationships, especially among funders.

The ED will marshal the collective talent of the At The Crossroads community to deliver quality services in fulfillment of its mission. Responsibilities include:

LEADERSHIP & VISION

- Understand and passionately advocate for the evolving needs of transitional age youth (TAY) and adults experiencing housing instability translating these needs into effective programs, partnerships, staff competencies, and fundraising;
- In partnership with the Board of Directors, provide strategic planning for the organization, ensuring that the concerns of staff, the Board and the communities served are taken into account;
- Support a climate that attracts, retains, and inspires a diverse, high-quality staff; foster an environment where talent and skills are optimally utilized, positions are well-defined, training and professional development is offered and the potential for career growth is understood.

COMMUNITY RELATIONS, VISIBILITY, AND COMMUNICATIONS

- Key to the Executive Director's success will be the development and marketing of highly visible and effective programs that ATC's clients embrace and feel address their needs. Client participation and satisfaction will be key metrics of the Executive Director and the team's performance.
- The Executive Director will serve as an advocate and effective spokesperson on issues related to youth and adult homelessness, and community development; build the public's understanding and embrace of At The Crossroads' work; represent the goals and objectives of the organization before public bodies, boards, funders, and community organizations; ensure that At The Crossroads is recognized for its innovative leadership, particularly in shaping and delivering services that empower youth and young adults, often requiring culturally and linguistically appropriate approaches.
- The Executive Director will strengthen existing partnerships and create new ones that will benefit At The Crossroads, local youth, young adults, and the community as a whole.

FUNDRAISING

- Work with the staff and the Board to assure a sustainable funding base for the organization; set fundraising goals, strategies, and targets for all donor and funding segments – with particular attention paid to growing individual, corporate, foundation, and government funding support; communicate funding goals, strategies, and progress to the Board and the staff;
- With the staff and the Board, actively drive direct solicitations to donors; continually seek to broaden fundraising so that development activities increase in sophistication and scope as awareness of At The Crossroads' work evolves; create regular initiatives to

target diverse sources of revenue and funding; develop special donor cultivation opportunities as appropriate;

- Promote a culture of support for fundraising within At The Crossroads so that all staff and Board members understand and embrace the reality that they are an active part of the Development Team responsible for specific tasks, contribution of time and effort or material and in-kind contributions.

PROGRAMS, SERVICES, AND FACILITIES

- Shape programs and services that youth and young adults embrace, fostering a strong service orientation that is innovative, exciting, compassionate, driven and professional; maintain a strong working knowledge of the field's significant trends and developments;
- Assure At The Crossroads' position as a thought-leader and innovator within the homelessness response system; oversee the development of an array of programs that are attractive, exciting, and magnetic to youth;
- Maintain and consistently update the facility so that it remains a valued community asset that is attractive, in the process protecting the investment and guarding against risk and liability;
- Convene relevant meetings that break down silos and encourage collaboration among public and private partners, funders, and community leaders; develop cross-cutting projects and services in collaboration with other organizations and funders; seek government and other funding streams for services relevant to At The Crossroads and the organization's constituencies.

GENERAL MANAGEMENT, FINANCE, AND ADMINISTRATION

- Oversee the management of day-to-day operations and programs; ensure proper administration of the organization's contracts, compliance with relevant employment laws, and meeting of other legal requirements;
- With the Board Treasurer, understand the organization's fiscal health; ensure that the organization adheres to a sustainable financial plan based on an annual budget reviewed and approved by the Board, and that financial performance positively tracks budget and operating plans; ensure that internal and external levels of compliance in all aspects of programs and services are met; ensure that there is a relationship between programmatic objectives and available resources; develop long and short-term financial plans and prepare financial and operating reports for the Board; develop an atmosphere of transparency and accountability with the Board on the org's financial condition;
- Oversee recruitment, retention, motivation, and evaluation of staff and a cadre of volunteers; ensure that staff and volunteers receive appropriate ongoing training so they can effectively and efficiently serve At The Crossroads' clientele and constituents;
- Provide evidence-based performance evaluation of staff and volunteers using both hard and soft metrics; develop award and recognition programs for staff and volunteers; develop annual program assessment mechanisms; identify and evolve programs that are

not effective or are particularly effective; have standards for eliminating old programs and for establishing new ones.

BOARD RELATIONS

- With the Board Chair, coordinate the efforts of the Board; develop Board meeting agendas, schedules, retreats, and other activities; encourage Board members' involvement in At The Crossroads' range of activities including fundraising; implement approved Board policies, program goals, and objectives;
- Provide ongoing communication to the Board on critical matters; act as a liaison between the Board of Directors and community organizations, public bodies, funding sources, and other entities;
- Assist the Board in identifying and recruiting new Board members, whose talents, backgrounds, commitment, and fundraising abilities are congruent with the needs and mission of At The Crossroads.

IDEAL EXPERIENCE and QUALIFICATIONS

- Proven senior-level managerial and operational experience, a track record of fundraising success, human resources knowledge, problem-solving, financial experience as an executive in the not-for-profit, public or private sectors;
- Knowledge of effective programs and services that youth and young adults experiencing homelessness will embrace;
- Deep-seated values in working with a culturally diverse staff, clientele, and community; recruiting, developing, and retaining a balanced workforce;
- An ability to identify with the lived experiences of ATC's clients which could include housing instability, discrimination and marginalization, and social isolation;
- Deeply rooted in and connected to the Bay Area;
- Experience with effectively managing similarly sized budgets (\$1-2M) and staff (10-15 FTE); proven ability to attract financial support from foundations, businesses, individuals, and government sources; demonstrated success with fundraising and personally interacting with and cultivating donors;
- Outstanding oral and written communication skills, a history of public advocacy including excellent public speaking skills for formal and extemporaneous presentations; a demonstrated ability to work effectively with representatives, advocates, and professionals with different backgrounds and from various communities; experience with Bay Area-based agencies and networks is desirable but not required;
- A results-oriented social entrepreneur and hands-on "doer"; a builder with ambition to identify ways to grow the organization within its mission without jeopardizing organizational stability;

- A team-builder and mentor who shares information easily, listens as well as gives advice, and respects the abilities of others; someone who imparts trust and integrity; an individual possessing patience and a sense of humor to maintain balance and perspective with humility.

EOE statement

At The Crossroads is intent on building a team that represents the community we serve. Our core values lead us to seek a broad range of perspectives and backgrounds to achieve our mission and to maintain an inclusive environment where all staff are valued and respected. We are seeking candidates with lived experiences and backgrounds who would add to the diversity of our team. We are committed to employment practices that ensure that employees and applicants for employment are provided with equal opportunities without regard to race, color, national origin, ancestry, sex, age, religion, physical or mental disability, medical condition, veteran status, marital status, pregnancy, sexual orientation, gender identity, gender expression, genetic information or any other factor that is not related to the position. Pursuant to the San Francisco Fair Chance Ordinance, we will consider applicants with arrest and conviction records. At The Crossroads is an Equal Opportunity Employer.

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