

*"Sometimes we make mistakes, and we just need a little push.
That's what Open Doors is, that little push." – Yolanda*



Executive Director Opportunity Guide

www.opendoorskalamazoo.org

Mission: Open Doors Kalamazoo is building a community of people overcoming homelessness through relationships, housing, employment, education, and sobriety in response to God's love for all.



About Open Doors Kalamazoo

Each night around 400 community members stay in one of Kalamazoo County's emergency shelters or on the streets. Open Doors Kalamazoo (ODK) designed a place for those needing a community to call home. ODK opens the door to help guests soar above the many challenges brought on by experiencing homelessness. This community is more than just a place to live. It is a loving and supportive network where residents and guests will find financial stability, belonging, and the time they need to flourish. With over 50 years of experience, ODK offers two shelters and a Residency Community open to diverse families, men, women, and LGBTQ+ guests. All are welcome; special accommodations are available, which include supportive rooms for those with a range of abilities.

ODK provides safe homes and personal support for stability and success. In Kalamazoo, over 8,000 renter households have incomes lower than 30% of the area median income. To address this issue, ODK offers supportive services that help individuals and families build savings and access the community support they need to overcome life's challenges. ODK helps families and individuals move from crisis to stability through various programs. Hallmark programs that strengthen individuals and families, and thereby the community, include:

- Next Door: a residential program for people identifying as women or non-binary who have nowhere to live.
- Open Door: is a residential program for people identifying as men who have nowhere to live.
- Residence Communities: apartments for low-wage working individuals and families priced out of the housing market.
- Pathway Home Kalamazoo (PHK): a pathway to homeownership program for Kalamazoo community members who are currently qualified and committed renters.





About Open Doors Kalamazoo

In early 2021, ODK was one of three Kalamazoo agencies selected to administer the federal government's COVID Emergency Rental Assistance (CERA) program through the Michigan State Housing Development Authority. In total, \$12,118,750 was received/disbursed in less than 18 months. This initiative prompted ODK to rapidly staff up (with full and part-time staff). Now that this pandemic-related funding has ended, a recalibration

of infrastructure and resources will be needed as ODK continues to serve many of the individuals and families served through CERA.

ODK is a place to start again, a community to call home and an open door to a bright future for all guests and residents.



"Open Doors has been a real blessing in my life; I don't think I could be where I am today if it weren't for them. They have helped myself and my family through a difficult time,"

– Nathan

The Opportunity: Executive Director

The past few years have been turbulent for the lives of those most in need of community support services. Compounding the issues of substance abuse, community and domestic violence, and housing insecurity, the pandemic stretched and stressed already thin service offerings in Kalamazoo and surrounding communities. Open Doors Kalamazoo has felt that pressure, and responsibility, to serve and has done an amazing job meeting emerging needs. After a change-filled 2.5 years, ODK will pause, reevaluate, and strengthen the organization for the future.

The successful next Executive Director (ED) will lead the diverse community ODK has cultivated over the last 50+ years by strengthening and creating opportunities to welcome guests and residents to a place they can call home. Working directly with the Board to redefine the vision for ODK, the next ED will bring energy and strength to synthesize aspects of ODK that have struggled and lift up the team's work. The Board will be in full partnership with the subsequent ED, rebuilding,

reshaping, and leading the way to ODK's future to help individuals and families thrive for generations to come.

The next Director will lead, inspire, and collaborate with the Board of Directors (BOD), staff, residents, and guests, to create a cohesive direction for future success and growth. This team is ready for a robust leader who thinks strategically and can implement tactically. The ED will provide executive leadership to the organization with an annual budget of \$1.5 million. This position directly supervises 12 full-time team members and a broader group of 12 total full-time positions. The ED will create and maintain highly productive relationships with board members, staff, volunteers, community partners, and clients, with an elevated focus on equity and inclusion of all people that choose to walk through their journey with Open Doors Kalamazoo.

Success will be defined by accomplishment in the following Performance Expectations.



Performance Expectations

Strategic Leadership

- Develop and implement measurable objectives, strategies, budgets, and funding goals within sustainable long-term focused timelines.
- Guide and partner with the Board to redefine and affirm a strategic direction for ODK's future.
- Strengthen and lead the ODK anti-racism team and DEI committees and support continued training.
- Inspire and maintain a highly effective and cohesive staff with professional and technical expertise supporting the diverse residents and guests.
- Manage staff through a lens of flexibility, openness to suggestions, and the ability to resolve/mitigate conflict.
- Practice a human-centered approach empowering staff as team builders and collaborators.

Board, Staff, and Community Partnerships

- Elevate the profile and work of ODK on local and regional levels to expand community support and awareness of those experiencing housing challenges and instability. Position ODK as a voice of expertise.
- Sustain relationships in the community, becoming known as a leader, advocate, and visible expert in housing services. Establish a presence for ODK as a leader among peer providers.
- Advocate effectively for guests and residents, building partnerships that advance safe, affordable housing.
- Increase the organization's visibility for diverse, new stakeholders, including donors, volunteers, staff members, guests, and residents.
- Maintain availability to staff and board members for emergencies and consultation, often outside regular business hours.
- Develop and strengthen the organizational structure, promoting transparency and collaboration among the BOD, staff, guests, residents, and stakeholders.
- Ensure a solid operating infrastructure under the guidance and policy set by the Board, keeping the ODK mission at the forefront. Promote a proactive dialogue and continued learning among all parties (Board, Leadership, Staff) regarding all operational opportunities, changes and impacts to ensure the ongoing and future success of ODK.





Performance Expectations

Operational Capacity and Service Delivery

- Set the tone for the overall culture that keeps the welcoming and caring nature of interaction with residents and guests at the core of the daily work and inspires staff to excel.
- Identify a healthy balance between ODK's passion for its work and mission and the need to implement efficiencies and effectively operate as a not-for-profit business with an appropriate margin.
- Monitor, evaluate, and improve operational and service outcomes.
- Provide culturally competent and linguistically appropriate services and demonstrate cultural sensitivity in all areas, including race, gender, age, sexual orientation, religion, and economic status/class.
- Align with the organizational capacity to maintain/retain/upgrade current housing stock and integrate new housing options into the ODK portfolio. Demonstrate working knowledge of property management and ensure competence and excellence in the property management staff.

Revenue Development and Sustainability

- Develop an annual operating budget and strategic forecasting and ensure that the organization operates within budget guidelines and solid financial management.
- Maintain consistent reporting on the organization's financial position and outlook; ensure fiscal responsibility. Regularly monitor budgets and cash flow statements and engage the Board and Finance committee in material decisions.
- Pursue all possible revenue opportunities that align with the strategic plan and further the mission of ODK.
- Support grant writing and fundraising as needed in collaboration with the Development team.
- Ensure fiscal responsibility and efficient use of all resources per the regulations and guidelines attached to the multiple funding streams and ethical and best practices.
- Act to secure stable and reliable income streams promptly. Including accurate filing of all documentation and reporting required to receive continued funding.
- Inspire community investment in ODK through various charitable and partnership opportunities. Steward all donors and partners to further engage their support in ODKs future.

The Qualified Candidate

Open Doors Kalamazoo seeks an ED that is passionate and knowledgeable about the journey of their guests and community residents. The ED will be a goal-oriented, versatile leader committed to ODK's mission. They will be someone who values the diversity of all people within the organization and the communities it serves. The next leader will be a positive cultural influencer who leads with transparency and is ready to represent and empower the staff to create an environment of growth. Meeting the evolving needs of the Kalamazoo community should be the compass that

drives the ED as an industry thought leader on topics, trends, and developments in housing. The ED will report to and guide the BOD.

Familiarity with the types of lived experiences of ODK's residents and guests will help them understand their journeys and pathways. Additionally, knowledge of the Kalamazoo community, community support services, and the funding landscape will be helpful, as the ED serves as the primary spokesperson for the ODK's interactions with partners, funders, and the broader base of community leaders.

Specific Requirements Include:

- Successful experience working with a BOD and volunteer-supported organization with a strong knowledge of non-profit governance and empowering boards in their success.
- Strong analytic and strategic-thinking skills, with demonstrated ability to create, implement and monitor complex plans, and translate those plans into goals and concrete strategies to achieve effective mission delivery.
- Recent and lived experience expanding diversity, equity, and inclusion so that women, people of color, LGBTQ+ community members, and people with a range of abilities or religious minorities' voices are uplifted, recognized, and heard.
- Proven ability to build strong external relationships with volunteers, public leadership, partner organizations, and other stakeholders.
- Track record in financial management, stewardship, and strategies to increase revenue successfully.
- Accountable for excellent organizational operations. Ensure vendors and staff are paid, obligations are met, meetings are conducted with efficiency and safe working conditions, and physical space for staff, guests, and residents is provided.
- Certify that all onboarding, recruitment, retention methodology, management, development, and compliance are carried out with excellence.
- Contains a career showing stability with an organization and the capacity to develop and nurture relationships culminating in overall success.
- Communication skills to effectively work with elected officials, non-profit housing developers, neighborhood groups, and community representatives.
- Learning orientation that promotes ongoing growth for the team (staff, Board, and self) in areas of leadership, housing, equity, justice, and related areas.
- A minimum of 5 years of progressive experience in leadership, with documented ability to manage staff and lead teams, ideally with expertise in the nonprofit sector and engaged with people in recovery from substance use disorder.

How To Apply

This position offers a competitive salary with strong benefits. Recognizing the experience and skills required to lead ODK forward, the Board of Directors benchmarked compensation to confirm market rates. Total compensation will be based on experience, skills and attributes, starting at \$120,000. Relocation assistance is negotiable.

Inclusion Policy: Open Doors Kalamazoo is committed to being inclusive in all areas of diversity in its employment, operations, programs, and services and prohibits discrimination based on, but not limited to, race, ethnicity, color, religion, age, sex (including pregnancy), gender identity, gender expression, sexual orientation, disability, socioeconomic status, history of incarceration or conviction record, citizenship, political affiliation, nationality, immigration status, language, ancestry, family and marital status, veteran status, genetics, height, and weight.

COVID-19 Statement: ODK follows guidance from the Centers for Disease Control and Prevention (CDC) and all local, state, and national health and safety guidelines.

APPLY HERE

To assure the confidential tracking of all applicants, no applications will be accepted via email. **All inquiries will be held in strict confidence.** All candidate-submitted materials and credentials will be reviewed for consistency and accuracy. Candidates can expect that KEES will verify employment/academic/background information both in the screening process and for the finalist(s) in a formal background check.

This search is being managed by Heather Eddy, President & CEO, and Abby Johnson, Project Manager of KEES. Questions may be addressed to ajohnson@kees2success.com.



About KEES

KEES (formerly Alford Executive Search) is a nonprofit executive search firm that builds diverse teams with dynamic leaders in the nonprofit and public sectors. A woman owned and operated firm, KEES offers a full array of nonprofit consulting services including executive search, leadership development, interim staffing, and HR support. For more information, please visit www.kees2success.com.