Position Profile

Homeless Prenatal Program
Chief Executive Officer
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The Organization
For more than 30 years, the Homeless Prenatal Program (HPP) has strived to provide the most vulnerable families in the Bay Area the services and support they need to provide stability to babies and families living without homes. Founded in 1989 by Martha Ryan, HPP has gained national recognition as a pioneer in empowering homeless and low-income mothers and helping to break the cycle of multiple generations facing extreme poverty. Today, HPP helps mothers and families find medical care, housing, parenting classes, job training and a range of services that truly change lives and the destiny of future generations.

During its tenure, HPP has continued to grow and expand its services and now is on the precipice of expanding even further — adding residential services to its already broad portfolio. This new residential building — in addition to its existing home for expecting mothers, Jelani House — will be located next to the already vibrant and bustling three-story program building that houses HPP in the heart of the Mission and Potrero Hill neighborhoods.
Who we are

Our Services

HPP serves more than 3,500 clients per year through supportive, holistic programs including, Prenatal Classes and Support Groups, Mental Health Services, Childcare Center, Housing Assistance, Low Income Tax Center, Emergency Services and Case Management.

HPP is a recognized community leader for its effectiveness and best practices in serving its clients. At the heart of our program is non-judgmental, supportive case management provided by Family Case Managers, the majority of whom were once HPP clients themselves. HPP continually seeks to align its culture and operations with its broader service community, including through its organization-wide DEI programs and ambitions.

Mission Values

HPP believes every family wants to deliver healthy babies and raise healthy children in a stable and nurturing home. Seizing the motivational opportunity created by pregnancy and parenthood, HPP partners with families to help them recognize their strengths and trust in their own capacity to transform their lives.

HPP promotes healthful living in families with four major goals:

• healthy babies
• safe, stable housing
• nurturing relationships among family members; and
• economic sustainability

HPP recognizes that the best ideas — and often the most empathetic providers — often come from people who have shared life experiences. Therefore, more than 50% of HPP’s staff are former clients of the organization. As the first organization in San Francisco to hire and promote former clients as employees, HPP is unique in that the community it serves has — from the organization’s inception — guided its growth and evolution.
2021 HPP Impact

- **3,871** Families served
- **323** Families homeless to housed
- **85%** of families remained housed a year later (from 2020 – 2021)
- **88%** Babies born to HPP clients were born drug-free
- **91%** Babies born to HPP clients had healthy birth weights (at least 5 lbs., 8 oz)
About San Francisco, California

With its iconic bridge, historic cable cars, and beautiful Victorian architecture, San Francisco is undeniably one of the world’s great cities. The entire region, in fact, demands to be explored. The vibrant and diverse East Bay, with cities like Oakland and Berkeley, is a cultural and culinary hotbed. Napa Valley and Sonoma County produce some of the best wine in the world. San Jose, and the Silicon Valley, is an essential hub of innovation. Plus, you’ll find quaint waterfront towns, incredible shopping, fantastic museums, and endless outdoor delights at Point Reyes National Seashore.
The Candidate Profile
Position Description

Title: Chief Executive Officer

Organization: Homeless Prenatal Program (HPP)

Reports to: Board of Directors

Direct Reports: Deputy Director, Finance Director, Development Director, Director of Impact and Strategic Initiatives, Special Assistant to the Chief Executive Officer

Location: San Francisco, CA

Website: homelessprenatal.org
Position Summary

The Chief Executive Officer is the chief executive officer of the Homeless Prenatal Program and reports and is accountable to the Board of Directors. The Chief Executive Officer is responsible for overseeing the overall direction, strategy and vision of HPP. The Chief Executive Officer directs a staff of more than 115 employees and is responsible for managing an annual budget of more than $15 million.
Required Knowledge, Skills and Abilities (“Must Haves”):

• **Dynamic, visionary leader who is an effective advocate on behalf of homeless families and families living in poverty**
  - Passionate about and effective at strategic advocacy, organizational management and HPP’s mission
  - strong values alignment with HPP and unimpeachable personal and professional integrity
  - Someone who will build relationships at the highest/most influential levels across the homeless services ecosystem in the Bay Area and U.S. & develop strategic partnerships with key organizations and people, including government agencies and staff members

• **Demonstrated success in non-profit leadership, management, and communication skills; ability to lead, motivate & inspire an engaged & committed team**
  - Commitment to and alignment with HPP’s guiding principles of distributed leadership, shared decision-making, and culture of healing across all staff
  - Confident in creating and encouraging a collegial and participatory work environment where trust, integrity and open communication are valued and modeled
  - Compelling mix of experiences, skills, personal characteristics and motivations to lead, manage, and advance HPP’s mission and inspire team with specific examples
  - Track record of strong and innovative leadership to develop and implement programs that will support and push forward HPP’s mission

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Required Knowledge, Skills and Abilities ("Must Haves"): (Continued)

- Strong diversity & equity lens, and can provide specific examples of their work and accomplishments in this area

- Equipped to serve as primary spokesperson and chief fundraiser for HPP, inspiring, engaging, and nurturing relationships with employees, donors, clients, partners and friends of HPP

- Strong understanding of financial statements and ability to guide financial health of an organization

- Ability to build trusted board relationships by effectively engaging with members by informing and making recommendations for setting HPP’s strategic goals and objectives, operating policies and plans, reporting and tracking progress against board approved strategic objectives

- Superior presentation, interpersonal, relationship management, persuasiveness, negotiation, diplomacy, change management and influencing skills
Other Desired Skills and Abilities

- Experience working with low and moderate-income families
- Articulate and integrate the mission and the core values of Homeless Prenatal Program into day-to-day work. Recognize racial equity, diversity, and inclusion as integral components of our culture
- Hold self and team accountable to fostering and reflecting the core values when working with others and when making business decisions
- Ability to achieve results for the organization with and through other people, utilizing creative and innovative solutions
- Identify risk and formulate resources to mitigate
- Ability to think strategically with a visionary focus on future growth and stability
- Strong analytical/problem solving skills, including process analysis and improvement
- Strong ethical decision-making skills
Other Desired Skills and Abilities (continued)

- Ability to connect with and engage a wide range of stakeholders and cultures
- Experience working with volunteers and a commitment to volunteer leadership and involvement
- Proven leadership skills that are collaborative in setting a clear direction and supportive environment to ensure that goals and objectives are met while inspiring outstanding performance
- Complex problem-solving skills using a high level of creativity and ingenuity to drive the agency’s operations while understanding and advising on the varying degrees of risk
- Ability to demonstrate the following qualities: Action-oriented, entrepreneurial, adaptable, and innovatively approach organizational planning and development
- Ability to work effectively across and in collaboration with diverse groups of people
- Passion, idealism, integrity, positive attitude, mission-driven, and self-directed
Summary of Essential Duties & Responsibilities

• Positioning HPP to best serve more than 3,500 low-income and homeless families (a full 6% of San Francisco families) each year through an integrated continuum of services and opportunities

• Developing, maintaining, and growing successful inter-agency partnerships and collaborations

• Working with HPP’s Board of Directors on strategic planning and priorities for the future of the organization

• Overseeing and supporting fundraising and development of HPP’s financial resources, budget development and oversight

• Advocating for city and state legislation and policies affecting HPP’s clients and service population; and

• Ensuring the overall integrity and accountability of HPP to its many stakeholders, including partners of the organization, stakeholders, investors and the families we serve
Accountabilities

Leadership and Strategy

• Drive and align organization’s vision, mission, and culture and lead organizational strategy to build on HPP’s rapid growth and ambitious goals

• Expand the depth and breadth of the organization’s impact for its clients and community while ensuring program excellence, rigorous evaluation and consistent quality of service

• Secure and manage resources needed to implement HPP’s mission in a consistent, timely, diverse, and ethical manner, while also building a strategy and foundation for the organization’s long-term financial sustainability

• Serve as the face of and evangelist for HPP, actively engaging and energizing team members, board members, volunteers, clients and partners in supporting and furthering HPP’s mission

• Maintain a highly effective partnership with a strong board of directors to ensure the proper governance of HPP’s affairs and the development of initiatives and policies that achieve the organization’s mission and financial objectives

• Create and solidify external strategic relationships in support of new and innovative HPP programs and/or growth of existing programs

• Serve as HPP’s expert in field-related knowledge and maintains knowledge of up-to-date developments as relevant to HPP’s client base, guiding the organization in needed growth to serve San Francisco families

• Lead, coach, develop and retain HPP’s high performing senior management team, modeling the org’s positive and empowering culture and mission; including the supervision of five direct reports, Deputy Director, Finance Director, Development Director, Volunteer Coordinator, and Special Assistant to the Chief Executive Officer

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Accountabilities (continued)

Planning & Program Development

• Partner with senior staff and board to create the three-year (TBC) strategic plan, outlining program expansion plans
• Build partnerships with community organizations to facilitate program expansion plans
• Envision and advocate for new programs and services that the CEO discerns will serve HPP’s clients in a cost-effective manner

Fundraising

• Approve and oversee coordinated strategies for operating expenses and capital fundraising
• Partner with the Development Director to expand revenue generating and fundraising activities in support of existing programs and drive a capital campaign in support of the new building (approx. $20M to be raised in the next 3-5 years)
• Establish relationships with large donors and funders, and political and community leaders
• Drive creative networking and cultivate new donor relationships, inclusive of local government, foundations, corporations, and individual donors
• Maintain donor relationships
• Serve as chief negotiator for grant negotiations and contract development
Accountabilities (continued)

External Communications and Relations

• Is the principal ambassador representing HPP to the wider world

• Work with the Development Director to deepen and refine all aspects of the org’s communications to build and strengthen the HPP brand, which includes web presence, public relations, executive visibility, etc.

• Continue to develop and garner regional and national recognition for HPP’s program success and effectiveness

• Promote HPP’s vision, programs, and goals consistent with HPP’s values

• Inspire new — and maintain existing — relationships for HPP with the City and County of San Francisco, state and federal government agencies, and the nonprofit, homeless and housing communities, as well as, private foundations, major donors and other potential funders

Internal Communications and Staff Relations

• Work with the senior management team to develop and implement an organization-wide employee engagement and communications strategy with a focus on shaping HPP’s culture and fostering employee engagement

• Serve as the face of HPP and inspiration for employees

• Provide opportunities for frequent and regular exchange of information with staff, facilitating an open and transparent culture where employees have access to information and feel supported and empowered to do their jobs effectively

• Support and guide the senior management team, ensuring a consistent management philosophy, an inclusive organizational culture, clear authority levels, fiscal accountability and positive interdepartmental communication

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Accountabilities (continued)

Internal Communications and Staff Relations (continued)

• Reinforce on-going commitment to, and investment in, up-to-date technology that enhances communication, efficiency and client services

• Participate in Board of Directors meetings. Ensure that the Board is kept fully informed on the condition of HPP and significant factors influencing the organization. Provide advice and counsel, and serve as a resource to the Board in establishing overall direction of the organization

• Ensure that effective executive and management teams, with appropriate provision for succession, are in place

• Encourage staff and volunteer development and education, and assist program staff in relating their specialized work to the goals and mission of HPP

• Cultivate and maintain a climate that attracts, retains, involves, and motivates a diverse staff of top-quality people

• Guide and enhance a client-focused culture that both serves and reflects HPP’s service community

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Accountabilities (continued)

Advocacy

• Maintain partnerships and represent HPP’s point of view with government entities, fellow service organizations, and community stakeholders
• Utilize influence to advocate for legislation that further support the needs and goals of HPP clients
• Strategically intervene in public policy forums and discussions that call attention to the economic and structural inequalities that impact HPP’s clientele
• Serve as principal spokesperson of HPP to media outlets covering problems of homelessness in San Francisco and elsewhere
• Network (within the homeless services community) to find new opportunities to cultivate

Financial Stewardship

• Responsible for developing and maintaining sound financial practices
• Work with the Finance Director, Executive Team, and the Board in preparing a budget; see that the organization operates within budget guidelines
• Ensure that adequate funds are available to permit the organization to carry out its work
• Jointly, with the President and Secretary of the Board of Directors, conduct official correspondence of the org. and jointly, with designated officers, execute legal documents
Measures of First Year Success

Engagement & Relationships
- Establish familiarity, comfort and trust with Board, staff, funders, clients and other key stakeholders
- Conduct comprehensive listening tour, organizational assessment and learn HPP’s “DNA” and “central nervous system”
- Retain key staff and forestall incidences of regretted losses to the extent possible

Strategic Vision
- Post-organizational assessment, establish a new organizational vision and ultimately develop a 2-3 Year Strategic Plan
- Effectively manage and maintain organizational budget discipline
- Gain a clear and updated sense for the “voice of the client;” lay ground work for revised and tailored program development

Fundraising & Development
- Establish a fundraising, targeted outreach and philanthropy game plan post-Founder;
- Collaborate with and provide tangible support for HPP’s Building Initiative
Education Requirements

Bachelor’s Degree required; Advanced degree in a field related to the organization’s purpose, or equivalent experience and expertise.
Homeless Prenatal Program offers a competitive salary commensurate with experience, as well as excellent benefits and perks including but not limited to:

- Health
- Dental
- Life, Short and Long-Term Disability Insurance
- 403(b) Retirement Plan
- Generous paid time off program
Homeless Prenatal Program has retained BroadView Talent Partners to lead this search. “Interested and Qualified” candidates should contact:

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About BroadView Talent Partners
Executives in affordable housing, nonprofit, and middle market organizations retain BroadView Talent Partners to fill senior leadership team positions because they value our specialized knowledge and proven process for identifying executive talent using our unmatched national network, commitment to diversity, equity, and inclusion (DEI), and record of long-tenured placements.
Thank you!