



**Chief Executive Officer
Multi-Service Center (MSC)
Federal Way, Washington**

Position Profile

The Multi-Service Center (MSC) is seeking a dynamic and resourceful leader with a strong passion for its mission to serve as the successor to their current Chief Executive Officer who is retiring after 16 years of service to the agency. MSC enjoys an outstanding reputation within its service area and throughout the Western Washington region. The new CEO will have the opportunity to lead this well-established, well-respected organization in continuing to meet the needs of its clients and the communities it serves.

The Organization

The Multi-Service Center (MSC) is a not for profit, Community Action Agency, serving the lower income population of South King County and portions of Pierce County. Its Vision is "to provide help and hope to its neighbors in need through innovative and integrated efforts that enhance the quality of life for everyone in the communities it serves." Its Mission of "Helping people achieve greater independence and discover the power of their choices" reflects this vision. The agency achieves this mission through its many and varied programs and its work in the communities of South King County;

Programs consist of Emergency Services such as Food and Clothing Banks, Energy Assistance and Emergency Family Shelter. Other programs are aimed at stabilizing and moving individuals and families to more independence and self-reliance. These include Adult Education, Youth and Adult Employment, Transitional and Permanent Housing, Rent Assistance, Financial Management and the Long Term Care Ombudsman Program. The agency provides services to over 28,000 households representing over 58,000 individuals. The basic framework for working with those in need is its Case Management Program in which staff members are trained and certified.

MSC also has a history of extensive partnering with other agencies and organizations to benefit all the communities in which it provides services. Such partnerships include: the South King Alliance of Human Services, local South County cities, local Chambers of Commerce, King County Food Bank Coalition, South County Housing Alliance, South King Council of Human Services, Seattle/King County Coalition for the Homeless, WA State Senior Lobby Association, National Citizens Coalition for Nursing Home Reform, and the Long Term Care Resident Councils of WA to mention a few. MSC is also one of 30 member agencies of the Washington State Community Action Partnership.

For a more detailed description of MSC programs, please see Appendix 1.

MSC is governed by a tri-partite Board of Directors as required by Federal Community Services Block Grant Funding. Maintaining this balance is the responsibility of the CEO. The current Board consists of 21 members: one-third community members; one-third lower income representatives; and one-third elected officials or their appointees.

MSC's current operating budget is \$16 million, and the agency has a healthy financial reserve in the MSC Foundation. Its facilities include its headquarters office and five low income and transitional housing developments, with a total asset value of nearly \$54 million. MSC's only significant debt is a remaining \$1.3 million mortgage on the new headquarters building. MSC is staffed by 70 skilled full-time employees, and supported by numerous volunteers.

MSC has received numerous community awards, including the 2010 and 2011 Best of Federal Way "Best Local Charity" Award, and was named one of the 2011 "44 Best Places to Work" by the Pierce County Business Examiner.

Values

In addition to its Vision and Mission stated above, the agency's work is driven and guided by the following Values:

Treat people with RESPECT

Maintain a sense of GRATITUDE

Take PERSONAL RESPONSIBILITY

Be FISCALLY RESPONSIBLE

Provide SUPPORT

Act with INTEGRITY

Strive for EXCELLENCE

Show HUMILITY





Act with CARING
Show KINDNESS

Be WELCOMING
Have HUMOR

MSC Organizational Strengths and Recent Achievements

- A long history of organizational and financial strength, efficiency, and stability, as well as a track record of programs and wrap-around services which deliver positive results and outcomes; low administrative costs; substantial reserves residing in the agency's foundation; clean audits
- Both the agency and the CEO are highly respected in the community and by all stakeholders; substantial "good press"
- Diversification of funding sources; reduced reliance on government funding while expanding private donor bases; successful special events
- Highly skilled, stable staff, many long-tenured; extremely dedicated and committed to the mission; compassionate and willing to "go the extra mile" for their clients; highly respectful and supportive of each other and of clients; well positioned to sustain the agency through the transition to new leadership
- Agency has remained true to its core values in helping clients build self-confidence and develop job skills in order to become contributing members of the community
- An extensive and dedicated volunteer corps
- A positive sense of teamwork exists within the organization; everyone is working together to successfully accomplish the mission, while creatively meeting their challenges
- A balanced, passionate, engaged and high quality board
- Strong partnerships with other community organizations and positive relationships with stakeholders
- Visionary leadership. Good internal communication
- Extensive and strong political connections

MSC Organizational Challenges and Opportunities for the Future

Short-Term:

- Accomplishing a successful transition to new leadership; new CEO learning the systems, programs and culture; team-building and gaining the trust of the board, staff, community partners, institutional funders and individual donors; maintaining the organization's momentum and moving forward; beginning to rebuild those political and community relationships which will be lost with the departure of the retiring CEO
- Maintaining current financial stability, current programs and levels of service while responding to increased needs and number of clients in spite of reductions in government funding (\$1.2M in Federal block grant funds over the next two years are at risk)
- Maintaining the current momentum in fundraising while continuing to diversify funding sources and adding new donors throughout the entire service area; continuing to aggressively pursue government contracts
- Effectively responding to the potential need to reduce staff and/or benefits in the face of possible declining revenue. Funding merit raises which have not been offered for past two years.

Mid- to Long-Term:

- Increasing MSC's visibility throughout its service area and strengthening its connections to its communities and stakeholders
- Continuing to maintain effective current programs in response to expanding needs, adapting programs, and/or developing new ones, as necessary to respond to changing conditions
- Continuing to strengthen, expand and diversify fundraising activities; continuing to reduce reliance on government funding, emphasizing private/major gifts fundraising and increasing the focus on sustaining relationships with current funders and donors; staying ahead of the competition for those government contracts that remain available
- Maintaining overall financial stability of the agency by being creative in responding to changing economic conditions and projected continued declines in government funding
- Maintaining strong relationships in Washington, DC, in Olympia and within the CAP network; increasing political advocacy on behalf of the agency.





- Resolving the nature of the agency’s relationship with Hopelink and other potential community partners
- Developing and implementing a new long-range plan
- Paying off the mortgage on the new building and continuing to add to the reserves
- Maintaining a strong staff team and board; adding new members to the board
- Maintaining good relationships with local funders
- Ensuring maintenance and improvements of current properties

Further Information

For more information about MSC, please visit: <http://www.multi-servicecenter.com/home/>.

The Position

The CEO reports to the Board of Directors. The CEO provides direction, guidance and leadership for MSC; serves as the face of the agency, oversees MSC functions and programs; and provides liaison with funding sources, governmental agencies and elected officials at all levels, local businesses, and other community organizations. The CEO also provides leadership in the community on advocacy for the elderly, those in poverty and those with low incomes.

For a complete job description, please see Appendix 2.

Compensation & Benefits

The salary range for this position is depending on experience and is very competitive with the local market.

Employee benefits include:

- Medical/Dental/Vision care insurance (some employee premium contribution required)
- 401(k) and 403(b) plans
- Life, Short and Long-term disability, and Accidental Death/Dismemberment insurance (some employee premium required)
- Employee Assistance Program
- Vacation (10 days per year during two years of employment, then 20 days per year.)
- Sick leave (Accrued at one day per month)
- 12 paid holidays per year

Diversity Focus

MSC's staff, volunteers and clients are highly diverse ethnically, culturally and chronologically. A demonstrated commitment to, and understanding of, diversity and cultural competency will be critical in the selection process.

Leadership Philosophy Required

The Chief Executive Officer provides strong leadership, shares vision, inspires staff, volunteers and Board members to do their best work, and creates, as well as identifies, strategic opportunities for the organization. She/he has wide latitude in exercising independent initiative and judgment, subject to the policies and procedures established by the Board of Directors and the requirements imposed by government funders and regulators. A strong work ethic, while retaining a good sense of humor, will be necessary to succeed in the position.

Working Relationships

The CEO interacts with the following persons and groups. Teamwork and a professional public presence are essential:





- All members of the Board of Directors and its Chair and Executive Committee in particular
- The agency's Leadership Team and other staff members
- Volunteers, including committee members for all special events
- Government, foundation and corporate funders, as well as individual donors
- Leaders of partner organizations, other community service agencies and coalitions in the region
- News media
- Local, state and Federal elected and appointed government officials
- Local community groups representing a wide spectrum of cultures
- Clients and other members of the general public

Areas for Immediate Focus

The following have been identified as the highest priority indicators of success for the new CEO during his/her first 12 months of employment:

- A smooth transition has been accomplished; strong, positive, respectful, trusting, effective and collaborative working relationships have been established between the new CEO, the staff, board, institutional funders, major donors, community partners, government leaders, and key volunteers
- The Board is strong, positive, optimistic and engaged
- Community feedback regarding the agency, and the new CEO, is positive
- Client satisfaction measures remain high
- New ideas are being generated and some are being implemented in moving the agency forward
- Financial targets are being hit, current funding streams are being maintained, private fundraising has increased, new sponsors have been secured, other new sources of funding are being developed such that there is less reliance on government funding
- Infrastructure is maintained or improved
- Mutually agreed to annual performance goals and objectives have been established for the new CEO by the Board and are being tracked, evaluated, and discussed frequently
- The agency's mission is being sustained; programs remain robust, are demonstrating positive results and are being evaluated as effective in meeting client needs
- Staff is stable and engaged; staff retention, satisfaction and morale are high

Candidate Requirements

A master's degree in related field or equivalent experience is desired, as is leadership experience in a nonprofit organization (with a human services agency, a plus).

The position requires demonstrated skill, experience and success in/with the following areas:

- Building and sustaining positive relationships and coalitions/collaborations with key individuals, constituencies and partner organizations
- Diversification of revenues; fundraising, with individuals, businesses, governments, and foundations; capital campaign experience a plus
- Business/financial management; management of comparable budgets; understanding of nonprofit financial reporting requirements a plus
- Leadership of an organization of comparable size and complexity
- Already well-connected and respected in the South King County community, a plus
- Developing & managing a positive organizational culture and professional working environment; inspiring staff and volunteers to do their best work
- Developing, implementing and utilizing strategic plans/initiatives
- Working with elected and appointed government officials at all levels; appropriately dealing with political influences
- Development, management and evaluation of projects/programs that demonstrate positive outcomes
- Growing/expanding an organization; taking it to the "next level"
- Housing/real estate/property acquisition experience, a plus
- Public policy advocacy; for support to persons in poverty a plus
- Recruiting, developing, coaching, motivating, retaining and evaluating staff; managing a diverse workforce (including diversity of generations), development of HR systems
- Working directly with low income and underserved populations, a plus





The successful candidate will possess the following personal attributes and competencies:

- Collaborative, inclusive leadership style; good delegator; empowers staff, a team player
- Decisive decision maker, while remaining open-minded and considerate of other's views; actively seeks input on key decisions; demonstrates consistency and fairness in decisions, willing to acknowledge mistakes and take corrective action when necessary
- Exemplary interpersonal skills; personable; engaging; respectful; open and approachable; comfortable and effective in dealing with wide variety of people (age, ethnicity, culture, socio-economic status, etc.) and constituencies; culturally competent and committed to diversity
- Accountable (holds self and others accountable for performance); sets high expectations for self and others; responsible, follows through on commitments
- Energetic self-starter; strong work ethic; results oriented but has good work/life balance and self-care
- Excellent communications skills – oral, written, listening and public speaking; emotive, articulate, direct & concise a good sense of humor
- High integrity and trustworthiness, honest, authentic, genuine, congruent, straightforward
- Creative thinker and problem-solver; resourceful, innovative
- Excellent foresight, ability to anticipate changes in the operating environment and respond to them appropriately
- Sees the big picture; visionary, with ability to inspire others toward their vision and move to implementation
- Confident/self-aware; comfortable being the “face of the organization”
- Courageous, willing to challenge the status quo
- Demonstrative passion for, understanding of, focus on, and commitment to, the mission
- Fiscally responsible
- Politically and socially savvy; tactful; diplomatic; respectful; polite
- Positive attitude; inspires confidence & optimism; enthusiastic; dynamic
- Well-organized; focused; effectively sets and follows mission-driven priorities; good time-manager

Timing and Application

Interested candidates should submit a letter of interest and resume as soon as possible. Full consideration is assured if letters and resumes are received no later than **Noon Pacific Time, October 19, 2011**. **To apply, please click here.**

All submissions will be acknowledged and will be held in strict confidence. It is anticipated that final interviews for the position will be conducted in early December, 2011, with the hiring decision made shortly thereafter.

Contact Information

For further information, please contact: Dave Osmer, Hagel & Company, Phone: 425-643-4223, or email: dave@hagel.net. DO NOT submit your application to this email address (see link above).

Non-Discrimination Policy

In accordance with federal, state and local law, MSC does not discriminate against customers, volunteers, or employees on any basis, including gender, age, race, color, ethnicity, national origin or ancestry, citizenship, religion, disability, political belief, sexual orientation, veteran or marital status.





APPENDIX 1

MSC Program Descriptions

Multi-Service Center offers integrated support and resources that help individuals and families move from crisis and poverty to greater self-sufficiency. For more details on each of these programs, visit <http://www.multi-servicecenter.com/about-us/how-we-help/>

Stabilized Housing

Stable housing is central to self-reliance. Multi-Service Center offers family shelter, transitional housing for individuals and families, permanent-supportive housing and permanent low-income housing. Preventing homelessness is key to this program. Rent assistance is also offered in several South King County cities.

Educational Programs

Education is critical to building strong, stable futures. Youth and adults can earn their General Education Development (GED) certificate, as well as learn English as a Second Language, through small-sized classes and one-on-one tutoring. For adults who need help with literacy and other basics, the Adult Basic Education program is tailored to each student's specific needs.

Employment Assistance

Job skills training, leadership development, career exploration and job search skills are offered for both youth and adults. At-risk youth may also qualify for paid internships in local organizations and businesses to help them build on-the-job skills to prepare them for more promising futures.

Energy Assistance

MSC helps to keep the heat on for families and individuals. Last year, 10,624 households, representing 34,120 people, received one-time assistance with their heating bills to get them past a financially difficult time.

Financial Management Classes

People can get help with basic financial management and budgeting through ongoing classes and one-on-one coaching.

Food Bank

When people need help to keep their families fed, they turn to MSC's Federal Way Food Bank. More than 16,000 individuals used the food bank last year for supplemental and emergency food.

Youth Services

With one-on-one support and proven resources, MSC's youth programs help at-risk youth and young people turn their lives around and take the critical steps toward a self-sufficient future.

Clothing Bank

Low income residents of South King County can shop for free from the wide selection of gently used clothes and shoes, donated by members of the community.

Advocacy for Residents of Long-Term Care Facilities

Trained, certified volunteer ombudsmen advocate on behalf of elderly and disabled residents of long-term care facilities throughout Washington through MSC's Long-Term Care Ombudsman Program.

Employer Services

MSC offers business owners customized help with employee training, recruitment and retention.

Areas Served

MSC serves residents of the following cities: Algona, Auburn, Black Diamond, Burien, Covington, Des Moines, Enumclaw, Federal Way, Issaquah, Kent, Maple Valley, Newcastle, Normandy Park, Pacific, Renton, SeaTac, Seattle, Tukwila, and Vashon, plus the unincorporated areas of South King County.





APPENDIX 2

Detailed CEO Job Description

RESPONSIBILITIES:

Board:

- Serves as the sole employee of the Board of Directors to provide the day-to-day operations of the agency.
- Develops, and causes to be distributed, the regular Board meeting agenda to all members.
- Assures that the Board is kept apprised of all significant events/issues regarding the agency through regular reports at Board meetings and other methods of communication as necessary.
- Assists in the recruiting of all new Board members and provides for a Board orientation.
- Presents an agency-wide, balanced budget annually for adoption by the Board.
- Sits of all committees of the Board as necessary and appropriate.
- Works with the Board to develop/revise agency mission, personnel policies, program implementation and in other situations as necessary.
- Oversees the development of the agency's strategic planning and makes reports on progress to the Board.
- Serves as the agency and Board representative to the community and serves on community committees, boards, civic and other groups as time permits.
- Presents a positive image in the community.

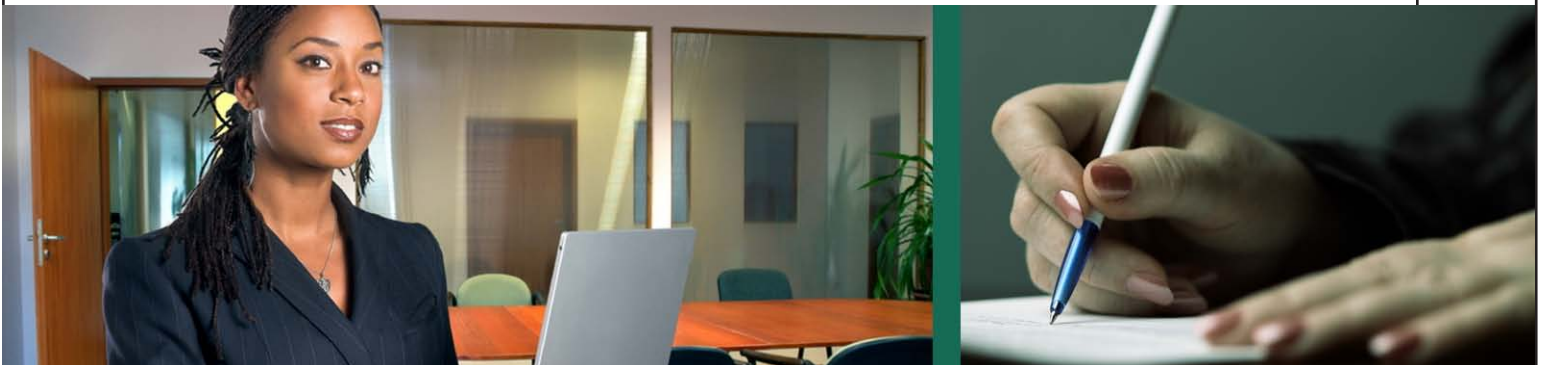
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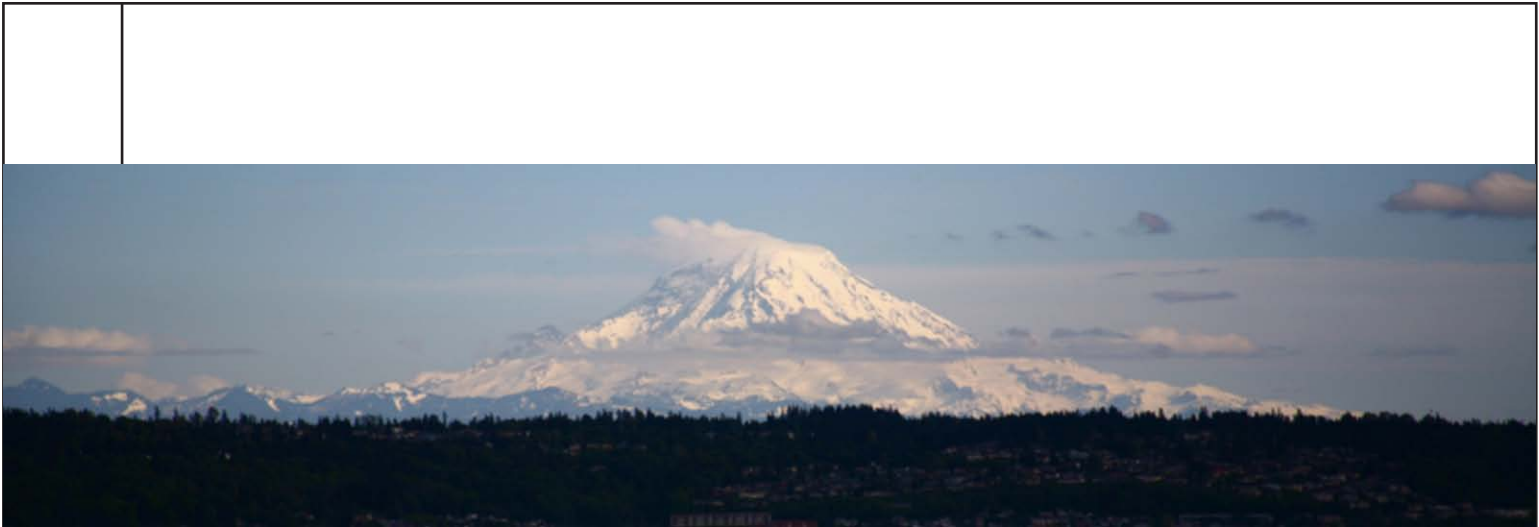
- Works closely with the CFO with respect to all aspects of the agency's financial situation and reports.
- Assists in the development of budgets, fiscal monitoring instruments and contracts,
- Works with Board and Staff to develop and implement an agency Three Year Plan.
- Provides supervision to the Chief Financial Officer and all Program Directors.

- Approves the hiring and firing of employees.
- Works with the administrative team to assure positive staff morale.
- Works with the administrative team and staff to assure agency provides quality services and excellent customer services.
- Assures agency's Personnel Manual is up to date and in accordance with all laws and regulations.
- Assures that the agency's financial situation is stable and well managed with respect to percentage in administrative and programmatic functions.
- Responsible for seeing that the agency maintains a stable financial base.
- Works closely with the CFO in the development and implementation of agency budget, financial policies, internal controls, and preparation for annual audit.
- Assures that an annual audit occurs and results are distributed to the appropriate funding sources.
- Works with the CFO to assure contract compliance with all funding sources.
- Works with the CFO as integral part of the agency's Housing Development Team in an effort to secure properties designed to provide affordable housing to low-income individuals and families.
- Works with the CFO to assure all required reports are submitted on time.

Community Relations:

- Serves as the agency's ambassador to the general public.
- Serves on committees that relate to the general mission of the agency and/or its programs.
- Participates in local civic clubs as the agency representative.
- Participates in south county city functions, committees, and activities as appropriate.
- Works with appropriate agency staff to assure a positive image of the agency is presented in the community.
- Liaisons with other public and private agencies for the benefit of the agency.
- Provides leadership in, and expertise to, the South King County Community regarding human services and other needs.





Fund Development:

- Works with the agency's Director of Development to develop and implement a fund raising plan
- Participates in the implementation of major gifts and capital campaigns and planned giving programs.
- Assures that grants are sought to supplement public dollars in support of agency