



**Search for the Chief Executive Officer
Hildebrand Family Self-Help Center, Inc.
Cambridge, Massachusetts**

THE SEARCH

Hildebrand Family Self-Help Center (Hildebrand) seeks an experienced, creative, and inspiring leader to serve as its next Chief Executive Officer (CEO). A leading nonprofit organization dedicated to transitioning Massachusetts families out of homelessness and supporting them on the road to safe, affordable, permanent housing, Hildebrand provides shelter, permanent housing, and various support services, working with over 300 families in the past year. The next CEO will be a preeminent voice in the fight to end homelessness and will lead Hildebrand programmatically, operationally, financially, and culturally as it aims to increase its capacity and further disrupt the cycle of homelessness in Massachusetts.

The next CEO will bring an authentic passion for Hildebrand's mission, a demonstrated ability to lead and inspire a multifaceted organization, and a track record of connecting with and influencing various stakeholders, including clients, staff, board members, government and nonprofit partners, funders, and community members. A successful candidate will be able to provide strategic leadership and guidance to ensure that Hildebrand's housing developments, programs, and services are impactful and responsive to the needs of its diverse community.

Thirty-five years since its founding, Hildebrand now leases and operates 157 emergency shelter units and owns 22 permanent housing units in the Boston area. Hildebrand supports its residents through a host of supportive and stabilization services. In 2024, Hildebrand served over 1,000 individuals with a full-time staff of 60 (including a four-member senior leadership team, reporting directly to the CEO) and a \$11.5 million operating budget.

Hildebrand has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications should be directed in strict confidence to the firm as indicated at the end of this document.

ABOUT HILDEBRAND FAMILY SELF-HELP CENTER, INC.

History

The Hildebrand Family Self-Help Center has a rich history rooted in community support and action. The Center's inception dates back to 1984 when Reverend Leroy Attles of St. Paul African Methodist Episcopal (AME) Church in Cambridge, Massachusetts, encountered a homeless mother and her children on his congregation's steps. This encounter both moved and troubled him, inspiring the creation of the Hildebrand Outreach Center, initially part of the church's social action ministry. In 1986, Philip Mangano, then the director of Homeless Services for Cambridge, collaborated with Reverend Attles to convert two church-owned buildings into shelters for homeless families. This initiative led to the establishment of the Hildebrand Family Self-Help Center, which became an independent nonprofit organization in 1988 and was named in honor of Reverend Richard Allen Hildebrand, the regional bishop who supported the project.

Hildebrand Today

Today, Hildebrand is one of Massachusetts's largest providers of emergency shelter for families struggling with homelessness, leasing and operating 157 units of emergency shelter and owning 22 units of permanent housing throughout congregate living programs and community-based shelters in Cambridge, Dorchester, Roxbury, Mattapan, Hyde Park, Revere, Chelsea, and East Boston. At any given time, the Center serves about 260 families, providing extensive supportive resources in shelter and post-shelter when families transition into permanent homes.

The past ten years have seen incredible growth for the organization, doubling private and public revenue, staff, and permanent housing. In 2023 alone Hildebrand worked with 355 families, 1,085 individuals, 50% of whom are children, and placed 43 of them in permanent housing with 90% of families in the Stabilization Services program remaining securely housed after two years. Despite these successes, there is work to be done and acute challenges to face in the fight against homelessness, including but not limited to an increasingly unaffordable housing market, growing numbers of migrant families seeking refuge in Massachusetts, and new state legislation severely limiting the time families can stay in shelters. Despite these hurdles, Hildebrand is uniquely prepared to face this crisis head-on, as they have for the past three decades.

Programs

Since its founding in 1988, Hildebrand has been at the forefront of the movement to end family homelessness. Hildebrand was an early adopter of the Housing First approach and currently provides shelter, supportive and stabilization services, and affordable permanent housing to families who are experiencing homelessness. Hildebrand's vision is for every family to have a home, and its staff is dedicated to ensuring that each member of the family receives the support and resources needed to recover, stabilize, and find a permanent home. To realize its mission, Hildebrand delivers vital services across several core areas:

- Emergency Shelter and Transitional Support – Over half of Hildebrand's clients find refuge in the 157 units of emergency shelter located in congregate living programs and community-based shelters across Cambridge, Dorchester, Roxbury, Mattapan, Hyde Park, Revere, Chelsea, and East Boston. From the moment families arrive on site, they are welcomed, provided with intensive, family-centered support, and guided by their dedicated case manager. Together, families set short-, medium-, and long-term goals and participate in programming provided by both Hildebrand and community partners to best position clients for self-sufficiency. After roughly sixteen months, most families are ready to transition into permanent housing or short-term subsidies.
- Supportive Services – While in shelters, children and their families receive comprehensive supportive services aimed at overcoming barriers to securing safe, stable housing and preparing families to thrive beyond their stay in shelter. These supportive services are tailored to each family's unique needs and include case management, education and employment resources, housing search and applications, benefits assistance, mental health counseling, health and wellness services, immigration support, clothing, food, school supplies, and more.
- Permanent Housing – Hildebrand owns and operates 22 units of permanent affordable housing located in four buildings in Cambridge and Dorchester, and they look forward to opening 13 more units of supportive permanent housing in 2024. Hildebrand works closely with each family to find, apply for, and obtain safe, stable, permanent homes. Hildebrand staff work together with families to explore and access a variety of pathways to securing a permanent home, including the Massachusetts Rental Voucher Program (MRVPs), HomeBASE, state or federal public housing, Section 8 vouchers, and market rate options.
- Stabilization Services – Clients that have transitioned out of shelter and into permanent housing have access to voluntary support, services, and resources designed to assist clients in being good neighbors, maintaining positive relationships with landlords and neighbors, and remaining self-sufficient. This program has a track record of significant impact; after two years in Hildebrand's Stabilization Services Program, more than 90% of families remain stably housed.

- Student Success Education Initiative (SSEI) – Hildebrand’s SSEI provides vital educational and social-emotional learning support, including music and art therapy, to students in shelters so they are prepared to take full advantage of learning opportunities and succeed in school and beyond. Through the SSEI, Hildebrand works with families to access resources and supports essential to their school success and well-being, including tutoring and mentoring programs, art and music therapy, summer camp enrollment, afterschool programs, Individualized Education Program support, post-secondary opportunities, mental health counseling, and connections to public school homeless student liaisons.

In support of these programs are Hildebrand’s 60 full-time employees spanning across Programs, Operations, Finance, and Development with guidance from a four-member senior leadership team led by the CEO. Across all levels of staff, Hildebrand strives to reflect the cultural, racial, ethnic, and language diversity of the families in its programs. When last reported, 86 percent of staff identify as BIPOC, and more than a third of staff are fluent in at least one language other than English—the majority of whom speak Haitian Creole and/or Spanish.

Finances and Fundraising

Hildebrand Family Self-Help Center is financially responsible and healthy. In the past ten years, the center has grown from a three-million-dollar organization to a nearly 12-million-dollar organization, and since FY22, its total revenues have increased by 49 percent. Its reserves, balance sheet, and statement of activities are strong, and Hildebrand has enjoyed thirteen years of consecutive surpluses and clean audits. Hildebrand has a balanced budget for FY25 and a projected total operating revenue of \$11.9 million. While 94 percent of Hildebrand’s current funding comes from state and federal dollars, the organization is working to increase revenue from private foundations and donors. They are proud to report strong inroads with local organizations such as the Cummings Foundation, United Way of Massachusetts Bay, and the Boston Foundation. In addition to receiving monetary support from partners, Hildebrand receives time, talent, and energy from volunteers in the community.

Board of Directors

Hildebrand’s [Board of Directors](#) comprises nine members who serve four-year terms and hail from Boston’s public and private sectors, including Eastern Bank, A&B Consulting, Cushman & Wakefield, Preservation of Affordable Housing, Inc., BBH & Co., and St. Paul AME Church. Fifty percent of board members identify as BIPOC, and the board is also woman led. Together with the CEO, the board members provide strategic direction to ensure the center continues to offer effective services to families in need.

The Current Moment

In 2023, Hildebrand worked with 355 families and 1,085 individuals, 50 percent of whom are children, and 43 families successfully transitioned into permanent housing. The organization continues to see the

benefits of its holistic, family-centered approach to supporting clients and are proud to celebrate that 90 percent of families in its Stabilization Services program stay securely housed. Hildebrand also opened another 12 units of emergency shelter in Cambridge, thanks to a partnership with Massachusetts's Executive Office of Housing and Livable Communities and the city of Cambridge. Its new property at 2222 Massachusetts Avenue is the largest Cambridge congregate and the first to open in the city beyond the grounds of St. Paul AME Church.

Hildebrand completed a [Strategic Plan](#) in 2022 and continues the momentum through its second year of implementation, guiding Hildebrand's continued growth and capacity. As homelessness in Massachusetts continues to increase, with challenges in rental costs and availability, employment, immigration, and mental health needs also continuing to increase in impact, it is important now more than ever for organizations like Hildebrand to support homeless families by providing resources, support, advocacy, and leadership, and partnering with community collaborators and connections. Hildebrand's Strategic Plan includes four strategic directions:

- Strategic Direction I: Develop or Acquire Real Estate for More Affordable Housing and to Support Organization Growth.
- Strategic Direction II: Bring About Systems Change to Disrupt Cycles of Homelessness.
- Strategic Direction III: Build the Capacity Needed to Grow the Organization.
- Strategic Direction IV: Ensure Access to Resources for Clients.

KEY OPPORTUNITIES AND CHALLENGES FOR THE CHIEF EXECUTIVE OFFICER

The Chief Executive Officer is responsible for establishing, with the Board of Directors, Hildebrand's strategic direction and driving the team to execute that vision in support of the organization's mission and values. The CEO will ensure that fundraising and revenue generation, fiscal accountability, human resources, and programmatic strategies are effectively planned and implemented across the organization. Additionally, the CEO will develop strategies relating to community outreach, operational excellence, and future growth in services and facilities. Working in conjunction with board members, staff, and partners the CEO will:

Steer Hildebrand's organizational trajectory according to a dynamic and living strategic plan.

In partnership with the board and staff, the CEO will drive and communicate Hildebrand's future growth strategy and help determine the appropriate mix of initiatives, programs, and services that best respond to what clients, communities, best practices, and funders identify as important. The CEO will ensure that Hildebrand's operations and strategy remain nimble in an ever-changing legislative environment.

Partner with and cultivate a diverse, mission-driven board of directors.

The CEO will engage board members as active contributors and thought partners, leveraging their diverse expertise in short- and long-term strategy. The CEO and the board will partner on board development and growth, professionalization, and succession planning. They will together ensure that the board represents a diversity of identities, backgrounds, and experiences, including lived experience.

Assess and evaluate necessary changes to Hildebrand's infrastructure and capacity.

The CEO will ensure that Hildebrand's structures, systems, and staff roles and responsibilities allow for the most effective and efficient organizational capacity. Hildebrand will be supported by up-to-date technology and software to ensure the agency can conduct effective business and finance processes, comply with regulatory agencies, and proactively seek funding.

Ensure Hildebrand's current and future fiscal sustainability.

The CEO will partner with senior leaders and board members to develop, manage, and ensure accountability for Hildebrand's finances and budget. The CEO will play a critical role in proactively growing the organization's donor base, including individual, foundation, and corporate donors; identifying new government-backed revenue sources; growing the agency's investment fund; and evaluating room for efficiencies and savings in operating costs.

Increase the visibility of Hildebrand as a leader in the movement to end family homelessness.

As the face of Hildebrand, the CEO will be a thought leader in the fight to end family homelessness, pursuing increased visibility for Hildebrand and galvanizing the broader community to become actively involved in the movement to end homelessness. Increased visibility will allow Hildebrand to expand its scope of influence and provide the organization with more opportunities to develop new programs. The CEO will build relationships with key government departments, elected officials, and community partners to advocate for Hildebrand's priorities, including increased funding, supportive services subsidies, and increased reimbursement rates for services.

Foster a collaborative, performance-driven environment and invest in staff development.

The CEO will attract and retain dedicated, competent, and diverse staff at every level and encourage them to connect with one another, the mission, and their own value within the organization. The CEO will invest in a broad range of supports for staff, including compensation, training, benefits, and performance evaluations, and will implement a plan for staff career and leadership development.

Strengthen organizational culture around diversity, equity, and inclusion.

The CEO will champion diversity, equity, and inclusion as fundamental to Hildebrand's mission. They will ensure that staff reflect the communities the agency serves, actively encourage the work of the joint board and staff, examine all programs and services through a DEI lens, understand and respect what it means to lead an organization that serves multiply marginalized individuals, and recognize that systemic racism and homelessness are deeply interconnected.

QUALIFICATIONS AND CHARACTERISTICS

The next CEO will bring many of the following qualifications, professional experiences, and personal attributes:

- Passion for and demonstrated commitment to Hildebrand's mission to end family homelessness.
- Demonstrated success leading a complex human services organization or program in the nonprofit or public sector. Familiarity with homeless services, emergency shelter, supportive housing, or a combination thereof is preferred.
- Evidence of strategic planning experience, translating and implementing a vision and strategy, and effective progress monitoring. The ability to prioritize blue-sky thinking while confronting everyday practicalities.
- Demonstrated impact through advocacy on behalf of an organization.
- Strong experience with financial oversight, including budgeting, planning, and reporting. A thorough understanding of managing diverse funding streams from public and private sources.
- Knowledge of and experience with fundraising strategies and long-term relationship-building with foundations, corporations, and individual donors.
- Commitment to recruiting, inspiring, and nurturing the development of dedicated staff spread across multiple locations. Track record of managing and developing teams and fostering collaboration within an organization, agency, or department.
- Previous success in nurturing a healthy, dynamic, inclusive, and equitable work environment.
- Emotional intelligence with a proven record of listening, honoring diverse lived experiences, building relationships, and elevating and empowering people – especially those who have been marginalized and/or experienced homelessness or housing insecurity.
- Exceptional communication skills, including public speaking and interpersonal skills, to persuasively convey the urgency and value of Hildebrand's mission to a diverse audience of policymakers, legislators, donors, stakeholders, and members of the public.
- Experience working with a governing board or analogous experience.
- Experience with facilities oversight and capital planning is a plus.
- Familiarity with the Greater Boston and Massachusetts human services landscapes preferred.
- An approach to leadership that is inspiring, authentic, accountable, collaborative, and entrepreneurial.

COMPENSATION AND LOCATION

Salary range: \$195,000 - \$225,000

Location: Residing within daily commutable distance of Greater Boston is highly desirable.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/hildebrand-family-self-help-center-inc/chief-executive-officer> Electronic submission of materials is strongly encouraged.

Donna Cramer, Partner
Angelo Alexander, Senior Associate
Ryan Smillie, Senior Search Coordinator
Isaacson, Miller

Hildebrand is an equal opportunity employer. All applicants will be considered for employment without attention to race, color, religion, sex, sexual orientation, gender identity, national origin, veteran or disability status.