



Pine Street Inn

Ending Homelessness

Search for Chief of Programs

Pine Street Inn

Boston, MA

THE SEARCH

Pine Street Inn (PSI), a nationally recognized nonprofit that provides a full spectrum of homeless services and is dedicated to ending homelessness in the Boston area, seeks a Chief of Programs (COP) to join its leadership team.

Established in 1969 as an emergency shelter, Pine Street Inn has grown to become the largest nonprofit resource for homeless and formerly homeless people in New England, serving more than 2,000 individuals daily and 10,000 annually. The Mission of Pine Street Inn is to partner with homeless individuals to help them move from the streets and shelter to a home and to assist formerly homeless individuals in retaining housing. The organization provides street outreach, emergency services, supportive housing, job training, and connections to employment. Pine Street Inn has earned its reputation as a tireless advocate for collaborative solutions to end homelessness.

With a staff of 540 and an operating budget of \$84 million, Pine Street Inn helps people reach their highest level of independence and get back to a place they can call home. The organization provides a full spectrum of services that includes lifesaving street outreach and emergency shelter, long-term solutions such as supportive housing and job training, and a new generation of innovative strategies to end homelessness for all who come through its doors. While much has changed over time, its original value of respect and dignity for everyone it serves remains constant.

The Chief of Programs will report directly to the Deputy Director and work closely with the executive leadership team to collaboratively articulate, implement and operationalize the strategic vision and mission of Pine Street Inn. The COP will be responsible for all programmatic operations and will continually evaluate program effectiveness to exceed regulatory and contractual obligations and ensure nimble service delivery in support of ending homelessness. The COP will be a dynamic leader that engages staff to find innovative approaches to serve PSI clients to promote success in all of PSI's programs.

Pine Street Inn 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.

HISTORY

Pine Street Inn was founded in 1969 to provide a safe alternative to living on the streets of Boston for approximately 200 men suffering from alcoholism. Paul Sullivan, one of PSI's founders, became the first director and set the program's fundamental tone of respect. In the 1970s the size and composition of Boston's homeless population began to change radically with the deinstitutionalization of those suffering from mental illness, leading to an influx of many younger homeless individuals. To accommodate the growing need, Pine Street Inn moved into the former Boston Fire Department Headquarters on Harrison Avenue in Boston's South End in 1980 and began offering services for women in a separate unit with 50 emergency shelter beds. A few years later, Pine Street Inn became one of the first agencies in New England to develop affordable supportive housing with on-site support staff for homeless individuals when 26 homeless men and women moved into a permanent home in Brookline.

The 1990s brought continued growth in services with specialized transitional programs with dedicated case management and counseling designed to help move individuals from emergency shelter to permanent homes; the establishment of its first residence for mentally ill tenants; and the creation of new kitchen facilities to expand a food service training program, supported by a longtime corporate partner. In the early 2000s, the organization expanded partnerships with several community development corporations to address the severe lack of affordable housing and in 2013 met a significant goal of offering more beds in permanent housing than in shelter. To expand its footprint, add additional employment services, and bring stabilization to the organization's programs, PSI merged with *hopeFound* in 2012. Because housing is the first and best solution to homelessness, today PSI is actively expanding its supportive housing portfolio, with a projected addition of 400 new units by 2025.

CURRENT PROGRAMS AND SERVICES

A dynamic and growing organization, Pine Street Inn employs a housing-first approach and provides a spectrum of services to advance its mission of eliminating homelessness. PSI's comprehensive programs and services have expanded to include housing, emergency services, and workforce development to serve nearly 2,000 men and women each day. Key programs and services include:

- **Street Outreach:** On the street, PSI's outreach teams offer life-saving food, blankets, and clothing to more than 175 unsheltered individuals each day and night of the year. With the increase in people living on the streets amid COVID-19, the outreach teams have expanded significantly.
- **Emergency Shelter:** PSI provides safe refuge from the streets, nutritious meals, a warm bed, and access to medical, mental health, and recovery services for homeless individuals across four shelters, including the Women's Inn, its primary site for women experiencing homelessness. The shelters are currently operating at about 60 percent of capacity to ensure social distancing amid COVID-19.

- **Permanent Supportive Housing:** This program is a supportive housing model that combines housing with on-site staffing and case management support. About 870 formerly homeless adults are rebuilding their lives in buildings that PSI owns, manages, or operates as well as in scattered-site rental units across Greater Boston. The permanent supportive housing program also includes 10 units located within the Women's Inn and 7 units within the Men's Inn.
- **New Pathways to Housing:** PSI is expanding a new generation of pilot programs to end homelessness more quickly for a greater share of the individuals it serves. These pilots, which provide new pathways to housing within and beyond Pine Street Inn, include Front-Door Triage, Rapid Rehousing, the Place Me Home Program, and Moving On.
- **Workforce Development:** Serving approximately 160 people annually, this program includes job training that prepares people for careers in food services and housekeeping and employment placement assistance for tenants in supportive housing. It also includes growing our social enterprise, iCater. iCater offers training and employment in food services, preparing more than 2,700 meals each day for shelter guests and other customers.

A CULTURE OF DIVERSITY, EQUITY, AND INCLUSION

Pine Street Inn serves people from every imaginable ethnic, social, and cultural group. The organization strives to affirm, celebrate, and support the diversity that exists among its guests, employees, volunteers, and board. By embracing the differences found in human nature and proactively seeking employees and board members who represent and respect those differences, PSI creates an environment that is supportive and nurturing to all. In 2021, Pine Street Inn created a new position for a Senior Director of Diversity, Equity, and Inclusion to systematize and expand efforts to advance the organization's DEI commitments, aspirations, and results.

FINANCES

Pine Street Inn is fiscally healthy, consistently operating with year-end surpluses. The FY2022 operating budget was \$84 million, with approximately half of the revenue coming from state contracts. The remainder came from medical billing, rent subsidies, social enterprises, and donations. PSI embarked upon an ambitious \$50 million capital campaign in 2019 in conjunction with its 50th anniversary to bolster the Housing Sustainability, Capital Investment, and Innovations & Proven Solutions Funds.

THE ROLE

Reporting to the Deputy Director, the Chief of Programs will oversee all program departments for Pine Street Inn including outreach and triage; shelters; housing placement; specialized housing; behavioral health, including medical billing and compliance; permanent supportive housing programs; property management and compliance; quality management; and special projects. The Chief of Programs will be responsible for providing strategic programmatic leadership and direction to over 450 employees and will oversee a program service budget of approximately \$52 million. The COP will serve as a key member of

PSI's executive leadership team and manage a team of three Senior Level Staff and an administrative assistant, with future growth for the team expected.

KEY OPPORTUNITIES AND CHALLENGES

Align and lead the growth of PSI's programmatic operations

The Chief of Programs will work closely with the Deputy Director and senior leadership team to execute Pine Street Inn's strategic planning efforts with a particular focus on expanding its work in supportive housing and transforming its shelter environment with a key focus on trauma-informed care. Pine Street currently has 37 supportive housing units and scattered site apartments that house hundreds of individuals with more than 400 additional units expected in the coming years. The Chief of Programs will identify opportunities to further integrate Pine Street's housing placement program into its shelter operations to promote improved service delivery across the organization in line with Pine Street's mission to provide safety and stability through permanent housing.

Ensure quality service delivery

Pine Street prides itself on its ability to provide a range of emergency, shelter, and housing services that best meet the needs of its guests and tenants. As Pine Street continues to evaluate and expand its programming to serve a growing population of homeless individuals, the Chief of Programs will be responsible for operationalizing Pine Street's vision by identifying gaps in service and making the necessary structural changes in policies, practices, and programs to maintain service quality excellence. In addition, they will identify new areas of innovation that are in line with Pine Street's strategic efforts.

Develop and maintain strategic partnerships with key external collaborators

Pine Street manages and collaborates with a portfolio of partners to ensure successful accomplishment of its projects and initiatives. This includes the Commonwealth's Department of Mental Health, Department of Public Health, Department of Community Housing Development, the City of Boston's Mayor's Office of Housing, and the Boston Public Health Commission. In addition to maintaining the foundation of collaborative relationships that exist across Pine Street's program areas, the Chief of Programs will have opportunities to develop and maintain, either directly or indirectly, the relationships among this external portfolio as it is relevant to the successful delivery of Pine Street's programmatic endeavors.

Promote a continuous learning environment

The Chief of Programs will oversee the lion's share of Pine Street's programmatic functions, and as such, will be responsible for forecasting the emerging needs of the guests and tenants Pine Street serves. The Chief of Programs will engage in research to identify best practices, undergo implementation, and build staff awareness of policies to ensure compliance. Overseeing 450 of Pine Street's 570 staff members, the Chief of Programs also has the responsibility of establishing effective hiring and management practices throughout the program portfolio to contribute to the development and use of training and coaching

programs as identified by staff needs; build cross functionality among team members; identify and build leaders within the agency; and inspire openness, trust, and compassion through their leadership practices.

QUALIFICATIONS AND EXPERIENCE

The ideal candidate will bring the following professional experiences and personal attributes:

- Significant management experience in a non-profit, government, or healthcare setting, including at least five years of experience at the executive level with direct responsibility for licensure or regulatory compliance
- Proven ability to work collegially and as a team builder, teaching others to improve PSI's knowledge base while also holding staff accountable
- Ability to successfully structure, drive or facilitate decision-making processes, including those with conflicting priorities or differing viewpoints
- Highly developed organizational and communication skills, including ability to communicate verbally and in writing with all levels of internal and external stakeholders.
- Ability to demonstrate empathy and active listening
- Demonstrated ability to work successfully with multiple internal and external partners and funders including housing authorities, public contractors, and other social service providers
- Deep understanding of the issues facing low-income and homeless individuals
- Ability to apply managerial and technical skills to measure, improve effectiveness, and ensure compliance with all regulatory and contractual obligations
- Experience with creation and monitoring of operating budgets
- Demonstrated commitment to diversity and inclusion
- Commitment to and passion for the mission of Pine Street Inn
- Bachelor's degree in related business or human service fields required; Master's degree in related business or human service fields and an independent licensure of LMHC or LICSW preferred

TO APPLY

Inquiries, nominations, and/or applications with resumes and cover letters may be submitted to:

Donna Cramer, Partner
Damla Williams, Associate
Isaacson, Miller

<https://www.imsearch.com/open-searches/pine-street-inn/chief-programs>

Electronic submission of application materials is strongly encouraged.

Pine Street Inn is an Equal Opportunity/Affirmative Action Employer.