



Vice President of Operations
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 Vice President of Operations (VP of Operations) to join its leadership team. The successful candidate will be a mission-driven, dynamic, collaborative, flexible, and tenacious leader who engages staff to find innovative approaches to serve PSI's clients and ensure agency-wide operational effectiveness and efficiency.

Established in 1969 as an emergency shelter, Pine Street Inn operates 24 hours a day, 365 days a year. The agency has grown to become the largest nonprofit resource for homeless and formerly homeless people in New England, serving more than 1,400 individuals daily and 6,400 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 nearly 550 and an operating budget of \$97 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 VP of Operations will report directly to the Chief of Operations and Social Enterprise. They will work closely with the executive leadership team to collaboratively articulate, implement, and operationalize the strategic vision and mission of Pine Street Inn. The VP of Operations will be responsible for the agency's operations portfolio (including facilities, housekeeping, capital planning, social enterprises, and food services) and operations staff (including directors, associate directors, managers, and staff).

Overseeing approximately 80 to 90 staff members, the VP of Operations will manage a labor budget of over \$4 million and an approximately \$7 million operating budget. They will also assume responsibility for the five-year capital expense plan, historically ranging between \$7 million to \$10 million, and annual social enterprise revenues of \$2 - 3 million.

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 1,400 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.
- **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.
- **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 the growing social enterprise, iCater, preparing more than 3,000 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 FY2023 operating budget was \$97 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 and proven solutions funds.

THE ROLE

Reporting to the Chief of Operations and Social Enterprise, the Vice President of Operations will provide management and oversight to approximately 80 to 90 staff. They will provide leadership and aligned, strategic direction and planning for Pine Street Inn's operational services including, capital projects, facilities management, housekeeping, food services, social enterprises, and project management.

The VP of Operations focuses these operational services on providing both quality and cost-effective support to Pine Street Inn's 1,400 daily guests and residents and over 500 employees. The Vice President of Operations is expected to be a strategic partner across the agency, striving to maintain collaboration, customer service, fiscal responsibility, and program support with all departments.

The VP of Operations oversees Pine Street Inn's facilities, housekeeping, and operational services that cover more than 800,000 sq. ft. of real estate across 40 locations, including four emergency shelters, over 40 congregate housing sites ranging from four to more than 50 units, individual apartments leased throughout the Greater Boston area, and administrative offices. The Vice President of Operations also oversees Pine Street Inn's annual \$2+ million, 3,000 meals/day food service operations and social enterprise (iCater).

Serving as a member of Pine Street Inn's Operations and Program Leadership teams, the Vice President of Operations works closely with other key leaders to deliver highly efficient, cost-conscious services that are sensitive to the physical and emotional well-being of Pine Street Inn clients, staff, trainees, and neighbors. The VP of Operations may be asked to represent PSI in community, funder, and other externally facing meetings.

KEY OPPORTUNITIES AND CHALLENGES

Advance PSI's mission and growth through strategic and operational leadership

The VP of Operations will work closely with the Chief of Operations and Social Enterprise to provide leadership support and coverage across the program portfolio. They will consistently identify, organize, promote, and operationalize approved opportunities and innovations to advance PSI's mission, vision, and strategic plan to end homelessness. Ensuring alignment of agency-wide services to achieve the agency's strategic and annual goals, the VP of Operations will serve on PSI's program leadership and program working groups. In addition, the VP of Operations will work closely with programs, program planning, advancement, and government relations management staff to ensure that PSI's housing portfolio and programs comply with all regulatory and funding expectations and requirements. They will lead and facilitate cooperative and collaborative working relationships with all PSI departments, leading management, and staff in consistently delivering services in line with PSI's mission, vision, and values, that emphasize dignity, respect, and fairness in all interactions with PSI's guest, trainees, and tenants.

Ensure operational effectiveness and efficiencies

The VP of Operations will ensure procedures and policies are in place and implemented for all operations departments. They will oversee and direct the collaborative development and maintenance of the agency's overall emergency/contingency plans. Ensuring high-quality efficiency and cost-effective delivery of services, the VP of Operations is responsible for the oversight of the design, implementation, and continuous improvement of facilities, capital, and housekeeping work. They will provide stable and consistent on-site management and leadership and continuously develop ideas for positioning the agency for long-term success.

Ensure PSI's financial stability and growth

With a labor budget of approximately \$4.6 million and an operating budget of approximately \$7 million, the VP of Operations will work to achieve PSI's short- and long-term financial objectives by maximizing the organization's operational assets and preserving capital investments. They will also be responsible for the five-year capital expense plan, ranging between \$7 to \$10 million as well as annual social enterprise revenues of over \$2 million. The VP of Operations will monitor and work with iCater social enterprise management to maintain and grow profitability while considering trainee support and experience. They will have a clear understanding of performance metrics, data, and other inventory trends to educate various internal teams on key levers to improve margins. They will work to identify control measures that will be used to prevent cost overruns and planning when excess expenditures are warranted.

Strengthen organizational culture around diversity, equity, and inclusion

The VP of Operations will champion diversity, equity, and inclusion as fundamental to PSI's mission. They will be committed to building a diverse and inclusive team that brings a range of skills, experiences, and backgrounds. The VP of Operations will work to create an environment that is welcoming, respectful, equitable, and inclusive for all staff, and they will hold staff accountable to do their best work. The VP of Operations will approach all aspects of the work 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 EXPERIENCE

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

- Minimum of ten years of progressive financial and personnel management experience within facilities management, housekeeping, food services, or construction.
- Successful experience leading an organizational unit of similar scope and size through significant change, including developing goals, strategies, and business plans and overseeing their monitoring and implementation.

- Lead management and staff in consistently delivering services in line with PSI's mission, vision, and values, which emphasize dignity, respect, and fairness in all interactions with PSI's guests, trainees, and tenants.
- Highly developed interpersonal, collaborative management, and organizational skills.
- Experience working successfully with multiple internal and external partners and funders including housing authorities, public contractors, and other providers.
- Highly developed organizational and communication skills, including ability to communicate verbally and in writing with all levels of internal and external stakeholders.
- Action-orientated and take initiative to address difficult situations, solve complex issues, and identify opportunities for additional revenue (where appropriate).
- Ability to perform tasks and prioritize work efficiently and effectively.
- Commitment to diversity, equity, and inclusion.
- Undergraduate (or equivalent experience) with a focus on business administration, logistics, planning, or management.
- Master's degree in business administration, planning, or management or senior program management experience in a human services organization is preferred.

APPLICATIONS, NOMINATIONS, AND INQUIRES

All inquiries, nominations, and applications with resumes and cover letters may be submitted via Isaacson, Miller's website:

Donna Cramer, Partner
Karson Freeman, Associate
Isaacson, Miller

<https://www.imsearch.com/open-searches/pine-street-inn/vice-president-operations>

Electronic submission of application materials is strongly encouraged.

Pine Street Inn is an Equal Opportunity/Affirmative Action Employer