

Dorothy's Place

Executive Director

Monterey County's largest provider of trauma-informed services to those who are homeless and living in extreme poverty, seeks an Executive Director to: deliver services to homeless people and others with diverse needs, advocate for those living in poverty, forge partnerships with community allies, and assure strong finances.

Based in Salinas and providing services throughout California's Monterey County, Dorothy's Place was founded in 1982 as Dorothy's Kitchen, when volunteers served sandwiches to homeless individuals from the back of a station wagon.

Over the last 44 years, the organization expanded by adding basic services (clothing, laundry and day shelter), homeless encampment outreach, housing navigation, behavioral health support, health care management, and supportive housing. The goal is to not just help those living with poverty meet their basic needs; rather, the organization is dedicated to providing a road out of poverty by delivering practical services with love, respect and compassion.

[Dorothy's Place](#) takes a housing first approach to ending poverty and delivers its trauma-informed services with an approach that focuses on dignity, respect, collaboration and social justice. It has an operating budget of \$3.5m, a staff of 27 and a 6-member Board. FY26 projected sources of income are roughly 35% from fee-for-service, 34% from state and federal grants, 19% from major gift and other solicitation activities targeting individual donors and businesses, 10% from private foundations, and 2% from program fees collected from beneficiaries and tenants.

Programs include:

Dorothy's Kitchen – Approximately 350 nutrient-dense, restaurant-quality meals are served daily, and up to 600 during holidays, through a full-service, commercial-grade kitchen using fresh ingredients donated from area farms and ranches.

SanaVida Healing Center - A wellness and support center where individuals experiencing crisis, substance use challenges, mental health conditions, or behavioral health concerns can receive hands-on assistance from State-certified Peer Support Specialists with lived experience being unsheltered and in need of behavioral therapies.

Streets To Homes provides direct support to those experiencing homelessness or at risk of losing their housing due to eviction or other crises. Participants work closely with dedicated care managers to identify needs, connect with appropriate community resources, and begin their path towards safe and stable housing.

House of Peace is a transitional living program and provides permanent supportive housing for adults who have experienced chronic homelessness. Twenty-seven residents live in two separate communities and receive access to counseling and community resources; literacy, financial, job training and employment readiness programs; help with Medi-Cal and other healthcare options; and assistance to find permanent housing.

Dorothy's Place owns and manages three properties, will eventually acquire a fourth from a board member, and is considering building additional housing on that fourth property. The Dorothy's Place facility at 30 Soledad St accommodates the Kitchen program, the SanaVida Healing Center, and permanent supportive housing, which is located upstairs. The facility at 715 Jefferson St in Salinas houses 14-16 adults and children in transitional housing. The third property at 8 Soledad St was gifted to the organization years ago and hasn't yet been

redeveloped. The fourth property sits across the street from Dorothy's Place and will be used for interim supportive housing.

Lifting people out of poverty is a struggle that requires fortitude, persistence and grace from all involved. The staff, board and funders of Dorothy's Place are deeply dedicated to the organization and its mission.

BASIC FUNCTION

Reporting to the Board, the Executive Director leads all staff and provides the overall vision, leadership, management, and strategic direction to the organization. The Executive Director will be an advocate, a deal-maker, a collaborator and partner to the team, a designer and manager of innovative services and solutions, negotiator, culture-builder and problem-solver, with an ability to spot financial risk before it materializes. The Executive Director functions as Fundraiser-in-Chief, and financial strength in service to mission is job-1 for this leader.

This leader's overarching success will be defined based on three responsibilities:

- Provide day-to-day management of the organization, while also evolving the organization's financial plan and suite of services delivered;
- Ensure that Dorothy's Place remains financially and operationally strong by driving contributed and other revenue, closely controlling spending, and ensuring that the team is well qualified for their tasks and receives training;
- Along with nonprofit partners, ensure best-in-class services to the community.

The Executive Director will serve as the organization's spokesperson, ensure that Dorothy's Place retains solid relationships with all political, business and nonprofit partners within its service area, and will build key partnerships with the community, elected officials, the city and county, nonprofits and donors to further communal efforts to end homelessness.

The Executive Director may or may not come specifically from an entity that provides housing solutions. That said, this leader must have a deep understanding of the experience of people who live in poverty, in insecure circumstances, and with an array of health and other challenges.

IMMEDIATE PRIORITIES

- Become thoroughly familiar with the history and culture of Dorothy's Place, its Board, staff, volunteers, clients, public partners, associated organizations, finances and funding, strategic plan, programs and services;
- Establish collaborative working relationships with the Board, staff, funding sources, nonprofit partners, community partners and other constituencies; foster and sustain a culture of cooperation, trust, communication, mutual support, teamwork and integrity;
- Assess the sustainability of ongoing activities and initiatives, providing support for those efforts as needed; maintain a solid, safe and secure operational foundation.

Other responsibilities include:

LEADERSHIP, CULTURE AND TEAM MANAGEMENT

- Work with the Board and Executive Team, shape the organization's strategy, direction, structure, culture, and array of services provided to clients; ensure that staff at all levels are focused on organizational priorities and big picture strategies;

- Attract, retain, motivate and develop a diversely talented staff and Board that optimally advanced the mission; create an inclusive environment that embraces decisive and collaborative action, transparency, open communication and accountability;
- Continually improve team cohesion, staff and board member retention, and productivity.

FUNDRAISING

- Function as the organization's "Fundraiser-in-Chief" viewing all Board, staff, programs, clients and partners through a fundraising lens; understand the actual and prospective funding communities for Dorothy's Place; create strategies to secure sustained funding and engage staff and Board members in solicitation activities; continually explore new and creative strategies to expand the organization's revenue base; develop productive relations and partnerships with business, governmental & nonprofit organizations.
- Understand municipal, state and federal funding streams for housing and supportive services, and the interests that each represents; be viewed as a valued partner and partnership builder by government, foundation and private sector funders;
- Personally drive fundraising solicitation, especially with major private, government and business donors; develop fundraising alliances; lead and direct all fundraising efforts; appeal to donors, creating special and donor cultivation events;
- Diversify sources of earned revenue, including through social and other enterprises that are financially self-sustaining and create good will in the community.

FINANCIAL MANAGEMENT

- Assure that revenue and expenses remain in balance; actively monitor financial status; adhere to Board approved budget and operating plans; foster transparency and accountability; assure strong expense management and accurate (yet conservative) reporting on the organization's financial position, in the process highlighting financial risks and other exposure;
- Explore opportunities for financially sustainable growth of services, facilities and programs; maintain healthy non-restricted operating reserves (including for a rainy-day fund), and set-asides for depreciation and maintenance of physical facilities.

PROGRAMS

- Champion high-quality programming while also managing risks and liabilities that emerge during service delivery; foster a service culture that listens to client input, is respectful, and is also informed by sector standards for serving people with a variety of challenges, attitudes and conditions.
- Scale programs and service according to community need; develop new programs where necessary and change programs when new services can better address need;
- Monitor how homelessness is evolving within Monterey County, and develop appropriate responses to these changes; identify unmet needs; continually upgrade programs by deliberately embracing experimentation and innovation in ways that also consider financial impact.

ADVOCACY, POLICY, PUBLIC RELATIONS AND COMMUNICATIONS

- Increase public understanding of homelessness and build coalitions through storytelling, statistics, orchestrated experiences, conventional and social media outreach, events and other mechanisms;
- Advocate for systemic changes that address the root causes of chronic homelessness; actively cultivate partnerships with leading funding, political, social services, public policy, housing and other constituents across the County, State, and nationally;
- Drive visibility for Dorothy's Place by serving as a credible, articulate and effective spokesperson, in person and in writing; ensure that Dorothy's Place is recognized for its leadership and outcomes, including fostering a stronger community along with savings to tax-payers from reduced welfare and other social expenditures.

BOARD RELATIONS

- Engage Board members in advancing Dorothy's Place in various ways by contributing time, expertise or treasure; provide ongoing communication and timely updates to the Board on the state of the organization;
- With the Board Chair, coordinate the efforts of various Board committees and task forces; encourage Board members' involvement in the organization's full range of activities and fundraising (including personal giving and identifying, cultivating, soliciting and thanking individual, corporate, foundation and government funders);
- Help identify and recruit new Board members, whose talents, commitment, and fundraising abilities are congruent with the needs and mission of Dorothy's Place.

QUALIFICATIONS and CHARACTERISTICS

The ideal candidate should have the following key qualifications and characteristics:

- Proven senior-level managerial and operational experience in a mission-driven public or private sector organization of similar scale that provides trauma-informed services to those who are unhoused, living in poverty, and who might be working through a range of physical and mental health challenges;
- A track record of increased earned and contributed revenue in ways that align to this mission; success soliciting financial support from individuals, government sources, foundations and businesses is absolutely essential for this role;
- An ability to develop productive relationships with government agencies, politicians, businesses, nonprofits, community leaders and advocates from a variety of communities; experience growing organizations and services through mergers, partnerships, organic growth, new service development, etc. would be useful;
- A decisive and resourceful team-builder; a manager who empowers the leadership team and holds them accountable; understands the subtleties of recruiting, motivating, directing and retaining a diverse group of personalities with different work styles;
- A confident and competent leader who values, recognizes and respects differences in culture, language and lived experience; someone who deeply understands what it means to deliver services designed to minimize re-traumatization and empower choice, safety, and trust;

- Outstanding oral and written communication skills, including excellent public speaking skills; a good listener and strategist; comfortable receiving input from many sources, along with an ability to use that information to create well-researched plans that funders embrace;
- Intrepid yet tactful; determined yet respectful of others' concerns; someone with the flexibility and creativity needed to find alternative ways to reach funding objectives when barriers arise; a skilled negotiator who avoids driving themselves or others into a corner;
- An individual with outstanding human qualities; one who is straightforward, shares information easily, listens as well as offers advice, and respects the abilities of others; someone who imparts trust and integrity, and guides others in a similar vein; is emotionally mature with a good sense of humor and grace under pressure.

COMPENSATION

The salary range for this position is \$130,000 - \$160,000 annually and standard benefits.

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