



LUTHERAN
SOCIAL
SERVICES

A Network of Hope

LEADERSHIP PROFILE
President and CEO

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The Opportunity

Lutheran Social Services of Central Ohio (LSS), with corporate offices located in Columbus, OH, seeks a mission-driven, visionary servant leader who can turn strategy into action to serve as its next President and Chief Executive Officer (CEO). This is a unique opportunity to lead and set the strategic direction for one of the most well respected and impactful faith-based nonprofit organizations in central Ohio.

Founded in 1912, LSS serves thousands of people in need each day in 26 Ohio counties by responding to four core societal needs of **food, shelter, safety and healing**. LSS offers food through an expansive set of fixed and mobile food pantries; emergency shelters for those experiencing homelessness; a shelter and services for victims of domestic violence and their children; senior living at independent and assisted living facilities; health care services via its skilled nursing facility, home health care program and federally qualified health center for those experiencing homelessness; a number of HUD senior affordable housing communities; and other services that uplift people and strengthen communities.

LSS has grown and diversified substantially over the last ten years and the next CEO will continue to both sustain and look for new and complementary growth opportunities. Reporting directly to the Board of Directors, the CEO will be responsible for continuing to set the strategic direction and vision for LSS. The organization has a unique and aspirational business model where the “economic engines” (programs generating direct billable services) support the broader human services work (programs reliant on donations and grants), with the goal of ensuring that all donor dollars are applied directly to these core human services.

The CEO will be the face of LSS and an important voice in advocating not only for LSS but also for those who are underserved and at-risk. The CEO will constantly be evaluating how LSS can best and most comprehensively serve these populations. The successful candidate will be entrepreneurial, driven by the rich faith-based history and propelled to serve those in need by a deep call to action.

The CEO will also be able to integrate all the services and programs into a comprehensive holistic ecosystem, resulting in a greater collective community impact on moving people out of poverty. This includes working collaboratively with like-minded organizations while also identifying new and expanded complementary programs by LSS itself.



Organization Overview and History

LSS' mission is to create a better world by serving people in need. Basic human needs include food, shelter, housing and healthcare. LSS provides a continuum of services in these areas. Through its programs and services, LSS reaches 26 counties in Ohio.

The LSS business plan provides efficiency by bringing together many programs and services to work toward the realization of its overall mission. LSS avoids individual program costs by centralizing administrative services, which includes philanthropy and volunteerism, marketing and communications, IT, finance and accounting, and human resources. This affords LSS economics of scale as well as providing subject matter expertise to all programs in its *Network of Hope*. In addition, the economic engines work to generate enough of a revenue surplus to cover the indirect/administrative costs allocated to the human service programs. The goal of LSS is that 100% of donations go directly towards serving people in need.

In February 1912, a group of individuals concerned about helping those in need gathered at the St. Paul Lutheran Church on the corner of High and Mound streets in Columbus to initiate the Lutheran Inner Mission League, the original name of Lutheran Social Services of Central Ohio.

For 30 years, The Rev. C. W. Pflueger served as executive director of the League, overseeing its growth to include building a new headquarters called the Lutheran Center at 106 S. Gift St. and revising its constitution and name change to the Lutheran Welfare League of Central Ohio.

In 1946, The Rev. Andrew Bradow became the next executive director. During his tenure, the League expanded to include counseling and case management services, a broader range of chaplaincy services and programs designed to provide emergency assistance to people in poverty. A major development during this time was the planning, building and opening of Lutheran Senior City on Columbus' near east side. The facility, which was completed in 1964, served as a safe, comfortable home for seniors needing assisted living and skilled nursing care.

In 1967, Donald Boyd became the next executive director. Like his predecessors, Mr. Boyd guided the agency through many changes, including the update of the organization's name to Lutheran Social Services of Central Ohio. Additionally, more services for families, including foster care, adoptions and assistance for single parents, were added as was a refugee program.

The Rev. Nelson Meyer was hired as the next executive director. During Meyer's tenure, many programs were started, including Faith Housing of Fairfield County, Southeast Ohio Ministries, more food pantries, Kensington Place, affordable housing for low-income seniors, Lutheran Village of Ashland and disaster response. In 1997, The Good Shepherd Rehabilitation and Healthcare Campus in Ashland joined the LSS family.



Faith Mission, which has been serving the homeless in central Ohio since 1966, also came under the auspices of LSS in 1998.

Tom Stofac joined LSS as President and CEO in 2005. During the next few years, the agency continued to grow outside the central Ohio area and looked to new, innovative ways to help people in need. In 2008, the first social enterprise, Fairhaven Lawn Care began, designed to provide job and life skill training to shelter residents as they transition to self-sufficiency. Freshbox Catering and Patriot Pride Painting Co. were also added as social enterprise businesses. In 2009, LSS launched a mobile food pantry to serve communities in southeast Ohio.

The Rev. Larry A. Crowell was named President and CEO in February 2011. Crowell's tenure is widely viewed as a period of substantial growth for LSS, including the addition of a home health care agency in 2013 as well as a property swap and acquisitions that led to the expansion and modernization of Faith Mission's shelters, service and administrative buildings. In 2014, CHOICES for Victims of Domestic Violence was merged into the agency at the request of The Columbus Foundation and other community leaders. CHOICES is the only domestic violence shelter and hotline serving Franklin County. In 2019, \$18,000,000 was raised to construct a new state-of-the-art DV shelter. In 2015, the agency added a storefront food pantry in Delaware County, as well as additional mobile pantries in that area. In 2018, a new automated client online ordering system (a first in the state) was introduced in the food pantries greatly reducing client wait time to be served. Most recently, in March of 2020, the local 211 information and referral call center joined the LSS family of services.

On the brand identity front, in 2017, LSS launched a new logo and brand architecture. Since LSS grew organically and carried all its original and unrelated names, LSS rebranded to tie these programmatic and service names back to the master brand of LSS.

While programs have changed and evolved over the years, the mission and work of the organization remain the same as when it was founded over 100 years ago - to be a faith-based organization designed to help those in need, whoever that may be.

Human Services

LSS Faith Mission

Faith Mission offers a safe environment for up to 252 men and women experiencing homelessness on an emergency basis each night. In addition to shelter, Faith Mission provides food and basic necessities while helping individuals with access to longer-term solutions such as permanent housing and employment assistance, as well as medical, dental, behavioral health and vision care. Services are also provided to veterans, including emergency shelter and support for veterans and their families who are homeless or on the verge of becoming homeless. In FY22, Faith Mission provided shelter and services to 1,418 unduplicated people. Additionally, 193,506 meals were served.

LSS Faith Mission of Fairfield County

Faith Mission of Fairfield County provides services to homeless and formerly homeless individuals including emergency shelter (36 beds), transitional housing (8 beds) and permanent supportive housing (13 units) in the Lancaster area. Case managers work with clients to offer long-term solutions to increase their employment, housing and income opportunities. Additional services are provided to veterans through emergency shelter and transitional housing programs as well as support for veteran families who are homeless or at-risk for homelessness. In FY22, 523 individuals were served.

LSS Food Pantries

The LSS Food Pantries serve people in need by offering a source of nourishment to families who are hungry. Through our innovative online ordering system and multiple mobile pantry and produce distributions, we're enabling clients in 11 counties around Ohio to focus on other important aspects of life, like paying bills or finding employment. We do so by removing the immediate concern of hunger in a way that honors our clients' dignity, offers hope and makes nutritious food more readily available to families and individuals who need it. In FY 22, more than 1,740,000 meals were distributed to 43,022 people.

LSS CHOICES for Victims of Domestic Violence

CHOICES is the only domestic violence safe haven shelter in Franklin County offering 144 beds, a 24-hour crisis and information hotline, counseling services, support groups and legal and community advocates for those impacted by domestic violence. CHOICES staff and trained volunteers also conduct domestic violence awareness and prevention outreach throughout the community. In FY22, 827 unduplicated people, nearly half of them children, stayed at the CHOICES shelter and their hotline answered 3,685 calls.

LSS 211 Central Ohio

Formerly known as HandsOn Central Ohio, LSS 211 is Franklin County's information and referral service that connects people, local resources and service organizations, making it easier for people to navigate the local social service landscape and access available resources. The program not only refers but also schedules food pantry and tax preparation appointments. In FY22, LSS 211 was contacted 131,623 times by people looking for connection to services.

Economic Engines

LSS Kensington Place

An independent, assisted living and memory care community, LSS Kensington Place offers 126 elegantly-appointed apartments and gracious amenities for older adults who wish to remain an active and independent part of a thriving community but also want the ability to age in place.

LSS Lutheran Village

LSS Lutheran Village Assisted Living has 48 apartments located in Ashland. Lutheran Village allows residents to enjoy the lifestyle benefits of assisted living with a special emphasis on the changing needs of each individual. Personal care services focus on the preservation of independence and quality of life.

LSS The Good Shepherd

LSS The Good Shepherd Skilled Nursing and Rehabilitation, which has 125 beds (21 transitional care, 22 memory care and 82 long-term care), is committed to providing the finest in nursing and rehabilitative care. This facility offers transitional care, complex medical and skilled nursing care, comprehensive rehabilitative care, memory care and respite stays. More recently, a ventilator care unit was added to the profile of service offerings.

LSS Affordable Housing

LSS Affordable Housing provides 21 HUD affordable housing communities with 888 apartments in Franklin, Fairfield, Delaware, Ashland, Richland, Marion, Knox, Clark, Trumbull and Belmont counties to serve the needs of people who meet income, age or disability requirements. These communities provide residents with dignity, safety and a caring environment. Many of the sites have service coordinators available to link residents with services that allow them to maintain their independence.

LSS Home Health Care

LSS Home Health Care offers in-home physical, occupational and speech therapy, orthopedic and cardiac rehabilitation, pain management, registered and licensed practical nurses, and wound specialists. Services are available in Franklin, Delaware, Licking, Marion, Morrow, Richland, Knox, Fairfield, Union, Wyandot and Ashland counties.



Position Summary

The CEO is responsible for providing effective strategic leadership by working with the Board of Directors and Executive Leadership Team to establish short and long-range goals, strategies, plans and policies. The CEO advances LSS' mission and objectives through promotion of financial stability, quality service and growth as an organization. S/he will oversee LSS operations to ensure efficiency, quality of service and cost-effective management of resources.

Reporting relationships

The CEO will report directly to the LSS Board of Directors. Direct reports to the CEO include the following:

- Vice President of Finance (CFO)
- Vice President of Mission Advancement
- Chief Operating Officer/Executive Vice President
- Vice President of Human Resources
- Vice President of Programs

Responsibilities

The successful CEO candidate:

- Develops, leads, and implements the strategic plan to advance the Agency's mission. Partners with Board of Directors and Executive Management Team to set short- and long-term goals and objectives to meet strategic plan.
- Oversees Agency operations to ensure efficiency, quality of service and cost-effective management of resources.
- Leads and/or assists with the development of the Agency's plans and programs as a strategic leader. Collaborates with the Executive Leadership Team to develop and implement plans for the operational infrastructure of systems, process and personnel to accomplish Agency objectives.
- Ensures the financial integrity of the Agency by monitoring financial status and adjusting as necessary to meet financial goals. Reviews financial results on a regular basis and sets expectations as needed for adjustments.
- Ensures Agency is following all applicable regulatory agencies. Partners with Executive Leadership Team to address deficiencies and adhere to regulatory changes as necessary.
- Collaborates with board leadership to help develop a high functioning board of directors by assisting with recruitment, staffing, board committees and development of a meaningful meeting agendas.
- Represents the Agency in a positive and proactive manner with external groups including church organizations, governmental agencies, other providers and the community-at-large. Regularly communicates the vision, mission and goals of the Agency to solicit support. Assists as required in raising donations by meeting with high potential donors and participating in fundraising events.
- Oversees an effective advocacy program to effectuate change aligned with organizational values and priorities.

Goals and Objectives

The following goals and objectives have been identified as priorities for this position for the next 12 to 24 months:

- Attention to financial recovery strategies coming out of COVID including return and expansion of the revenue base and cost management/reduction initiatives.
- Optimize grant funding including the capturing and inclusion of all direct costs associated with each such funded program.
- Development of an annual budget plan.
- Forming of “ecosystems” to promote a collective impact on the wellbeing of clients, residents and patients served. This will likely include strategic partnerships with other human service providers.
- Use of data and analytics to assess performance and in making sound business decisions. Development of a balanced scorecard to benchmark results.
- Promotion of an engaged and supported workforce with enhanced communication, training, self-care and work-life balance.
- Continued focus on risk management including use of “heat mapping” to mitigate exposure.
- Facilitate various planning initiatives including an annual operating plan and development of a new 3-year strategic plan, all of which to be grounded in the recently refreshed strategy map.
- Remaining vigilant to the pandemic by having in place a contingency plan.
- Focus on the corporate culture to promote “The LSS Way.” Attention being given to DEI initiatives.
- Recruitment and retention of personnel to ensure adequate staffing to meet demand for services while living within budgetary limits.
- Have in place a management succession and professional development plan.
- Advancement on several capital projects including renovation and expansion of numerous facilities.
- Ongoing implementation of the IT roadmap including implementation of NetSuite.
- Assist the board in fulfilling its fiduciary responsibilities including supporting the completion of the annual workplan for each board-level committee.
- Lead advocacy efforts on issues that pertain to the organization’s programming and as appropriate, in collaboration with external agencies and groups. Draw upon the retained government relations firm for guidance and support.

Candidate Qualifications

Education/Certification

- Graduate degree in business administration, health care administration, public administration, management or related field.

Knowledge and Work Experience

- Minimum of ten years of progressive leadership experience in a complex, multi-functional organization with a minimum of four years in executive leadership. Chief Executive Officer experience in a health care, senior care, human services or faith-based organization is helpful but not essential.
- Demonstrated success in effectively leading change and organizational growth through strategic planning while being flexible and opportunistic. A distinguished track record of developing, communicating and articulating an innovation vision and strategy into an operational blueprint.
- Demonstrated financial acumen.
- Track record of working successfully with a board of directors and supporting the advancement of high performing, best practice governance models.
- Strong interpersonal skills that include the ability to inspire and motivate as well as effectively manage conflict. Experience responding to and balancing the competing needs of stakeholders.
- Service-minded with a passion for impacting the region served by LSS. Understands the need to be seen as a visible and approachable partner in the community, as well as an advocate who can raise the visibility and awareness of LSS' offerings.
- Community leadership experience and ability to establish relationships with local, regional and national contacts.
- Ability to foster a healthy organizational culture to encourage teamwork and collaboration. Respects subject matter expertise in team members and relies on their input in decision-making.
- Excellent written and oral communication skills, including public speaking.
- Ability to embrace and promote a faith-based culture. Knowledge and understanding of the ethos of the Lutheran Church preferred.
- Open to experience gained in a for-profit company, if the candidate has a strong interest and belief and/or board experience in the mission-based work of LSS.

Leadership Skills and Competencies

MISSION MINDED: Demonstrates a passion for serving those in need while honoring LSS' faith-based heritage and showing an ability to balance the business needs with the aims of the mission; customer-centric focus by exceeding service expectations and providing hope. Recognizes LSS as a ministry.

ETHICAL AND VALUES DRIVEN: Leads by a personal set of values that align with those of LSS; promotes the highest standards of integrity and compassion in our business practices.

RELATIONAL: Models "servant leadership" in their approach to leadership. Is approachable and engaging while maintaining a sense of humility and self-awareness. Maintains a visibility throughout the organization and effectively communicates with staff of all levels. Respectful of and builds upon the corporate culture.

STRATEGIC THINKER AND GUIDE: Anticipates the needs and changes that will impact the organization. Can be a strategist as well as a tactician. Proactive in identifying opportunities and builds consensus to achieve results. Talented in leading business planning exercises.

NETWORKER: Effective at building trusting relationships both corporately and personally. Skilled at creating opportunities to partner with other organizations for "collective impact"; collaborates with others to meet strategic and operational goals.

SEASONED OPERATOR: Promotes progressive business concepts while managing to results - both tangible and intangible. Ability to manage multiple and competing demands, negotiates pathways to balanced outcomes. Demonstrates strong operational skills to be able to lead various functions.

COACHING FOR SUCCESS: Walks alongside direct reports providing guidance and encouragement; provides stretch assignments to help develop future leadership; demonstrates emotional intelligence when engaging with teams.

ADVOCATE: Acts as a voice for LSS to advance policy and funding in alignment with program needs and organizational values, as well as the larger community. Equally, acts as an advocate to create an environment of equality and inclusion within the organization.

The Community

Columbus, Ohio

Lutheran Social Services of Central Ohio is located in Columbus, OH with a metropolitan area population of over two million people. Columbus is Ohio's capital and a big city with Midwest character - friendly people, eclectic communities, thriving arts, diverse interests, safe streets and many highly regarded school systems. It is a livable city with a stable economy and a cost of living lower than the national average.

The Columbus region lies between the rolling terrain to the west and north, and the foothills of the Appalachian Mountains in the southern and eastern portions of the state. This provides residents with access to a variety of seasonal outdoor recreational options, including boating and hiking in the summer and skiing in the winter. The Metro Parks system comprises 16 natural area parks with a combined 25,000 acres of land and water in seven Central Ohio counties.

Columbus offers a symphony, an opera, a ballet, several wonderful museums and many live theaters. In addition to a nationally recognized zoo, aquarium and science center, Columbus is home to a national hockey league team, a major league soccer team, a triple-A affiliate baseball team and The Ohio State Buckeyes.

Columbus is a place where knowledge is revered, encouraged and celebrated and is home to five Fortune 500 and 15 Fortune 1,000 companies. Its youthful, progressive spirit is fueled by one of the largest college student populations in the nation who attend more than 56 college and university campuses. Leading research and technical institutions also draw the best and brightest minds to the Columbus Region.

Columbus is one of America's premier cities to raise a family and explore. Here are a few key facts and figures:

- **Creative, Open and Forward-Thinking.** Through its open-minded approach to life, business and ideas, the Columbus region has cultivated an environment of unique communities, companies, institutions and entertainment. Columbus is one of the fastest growing major metropolitan areas in the country and celebrated as one of the strongest metro areas in the country for job creation. An up-and-coming tech city, Columbus area research and technology institutions are attracting the brightest minds from around the world, and the nationally acclaimed arts scene guarantees you'll find creativity around every corner. Columbus' smarts, energy and vibrancy are fueled by a workforce that's younger and more educated than the national average. And their youthful, progressive nature is matched by a diverse economy that offers a variety of career paths.
- **Smart.** In addition to being named one of only seven "Most Intelligent Communities in the World" by the Intelligent Community Forum, Columbus has more Ph.D.'s than the national average and the largest concentration in the Midwest. There are 56 college and university campuses within the Columbus region, and 27 area high schools were in the top 10 percent of rankings for the *U.S. News & World Report* 2017 "Best High Schools" in America.
- **Microcosm of America.** The diverse population makes Columbus a top test market. There are 109 languages represented in Columbus.

- **Big.** Ohio's state capital is the 14th largest city in the U.S. and second largest in the Midwest behind Chicago. That makes Columbus bigger than cities like Charlotte, Seattle, Denver, Boston, Nashville and Baltimore. When factoring in the entire Columbus metropolitan area, the population is more than two million.
- **Affordable.** The cost of living in Columbus is 10 percent below the national average.
- **Accessible.** Columbus is within 550 miles of nearly half the nation's population. Day trips abound and weekend getaways are easy. Also, John Glenn Columbus International Airport, which is just 10 minutes from downtown, offers more than 150 daily nonstop departures to 35 airports.

For more information on Columbus, please visit:

www.columbusregion.com

www.columbus.org

www.experiencecolumbus.com

www.brandcolumbus.com

www.rcco.org



Procedure for Candidacy

Please direct all nominations and resumes to the LSS CEO Search Committee. Information may be forwarded to:

Heather Dubbe
VP Human Resources
Lutheran Social Services
1105 Schrock Rd, Ste 100
Columbus, OH 43229
hdubbe@lssnetworkofhope.org

Lutheran Social Services of Central Ohio values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

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The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Lutheran Social Services of Central Ohio documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern

