

# POSITION PROFILE

On behalf of our client,  
Project for Pride in Living,  
CohenTaylor Executive Search Services  
is conducting a retained executive search for its

## President & CEO



**PROJECT FOR  
PRIDE IN  
LIVING**



## The Organization

Project for Pride in Living (PPL) was founded in 1972 by former priest and social justice advocate Joe Selvaggio to create affordable housing and revitalize central Minneapolis. PPL began by renovating blighted homes. Later, the organization added employment training to prepare jobseekers for entry-level work with major Twin Cities' employers.

Over 50 years later, PPL now helps nearly 7,500 individuals and families in the Twin Cities move into affordable housing, earn higher incomes, improve their academic skills, and gain economic independence each year.

For more information, visit PPL's [website](#).

## Strategic Direction 2023 – 2025

Advancing equity, centering community voice, and building communities' capacity are critical to PPL's vision. PPL's mantra is *"how we build is as important as what we build."* That philosophy has been the centerpiece of PPL's strategic direction for the last 10 years. PPL's work in race equity and equitable development has been transformational because PPL doesn't do things to communities but with communities.

## Areas of Focus

- **Housing Stability** – Creating affordable housing for individuals and families with lower incomes.
- **Career Readiness** – Providing leading-edge career training/education for adults and youth.

## Strategic Pillars

 <p><b>RACE EQUITY</b> Elevating community voice and modeling equity-driven practices as an intentional approach to community development.</p>	 <p><b>ASSET BUILDING</b> Creating pathways to financial security and wealth generation within BIPOC communities.</p>	 <p><b>STRONG NEIGHBORHOODS</b> Developing housing and community partnerships that create safe and resilient neighborhoods.</p>	 <p><b>SYSTEMS CHANGE</b> Addressing broken and inadequate systems through elevating our voice and the voice of community.</p>	 <p><b>ORGANIZATIONAL STRENGTH &amp; STABILITY</b> Developing a high performing organization that delivers impact for the community.</p>
---	--	--	---	---

### Mission

PPL builds the hope, assets, and self-reliance of individuals and families who have lower income by providing transformative affordable housing and career readiness services.

### Statement of Equity

PPL strives to be an equitable and inclusive organization committed to elevating the voices of the communities we serve who are disproportionately affected by system inequities.

### Vision

PPL envisions safe, resilient, and equitable communities across the Twin Cities.

## Programs

### Career Readiness

PPL's Career Readiness programs provide participants with the skills necessary to get and keep a job, with proven income growth and job placement. Their range of career services includes training to enter high-growth employment sectors as well as helping participants find and keep a job. PPL offers flexible training programs in a variety of sectors including banking, healthcare, government, building operations, and property appraisal, designed to prepare jobseekers for entry level jobs that offer career ladders and income growth.

PPL's work with young people includes Learn and Earn to Achieve Potential (LEAP), an intensive two-year program that helps high school-aged youth transition to careers with family-sustaining wages. PPL's two alternative high schools and other youth employment programs help young people define a career pathway and a plan to earn the credentials they need to enter the workforce.

### Housing Stability

PPL understands that the most effective way to promote long-term self-reliance is by stabilizing a household's economic standing, helping set the stage for long-term success. They own and manage over 1,600 units of safe, quality, affordable housing through the Twin Cities with wraparound services to support residents' academic and employment success. Their homeownership down payment assistance supported 168 new homeowners achieve their goal in 2023, with 78% of these homebuyers identifying as Black, Indigenous, or people of color.

Through their Housing Service Model, they offer the following support services:

- **Housing Stability and Community Engagement** – Helps residents maintain housing through eviction prevention and basic needs support.
- **Economic Advancement and Youth Development** – Offers employment training and access to benefits to help residents increase their income.
- **Health & Wellness** – Connects residents to physical and behavioral health resources to promote well-being.

### At a Glance

- In 2023, PPL had \$46M in revenue.
- Staff of approximately 200 (with 60% identifying as Black, Indigenous, or people of color).
- Board of Directors consisting of 27 members.
- Comprehensive strategic plan that supports staff cultural competence, development, understanding of race and policy, and courageous conversations.
- Headquartered in Minneapolis, MN.

### Community Impact

- Of career training graduates, **91%** remain successfully employed in career-track jobs 12 months later.
- In 2023, the average wage upon hire for graduates was **\$22** per hour.
- Of credit-eligible students, **99%** graduated from one of PPL's Alternative High Schools.
- Close to **3,500** people live in a PPL property.
- Of PPL housing residents, **98%** have been stable in their housing for 24 months or more, with 267 evictions prevented.





## **The President & CEO Opportunity**

### **The Role**

The President & CEO provides leadership and direction in achieving the missional and financial objectives of PPL. They support and enhance the Board of Directors' efforts to provide strategic guidance and governance to the organization, gather resources necessary to accomplish the organization's strategic goals, and serve as the primary representative of the organization to the general community, communicating the organization's vision and strategic plan as appropriate.

### **Reporting Relationships**

The PPL President & CEO will report to the Board of Directors.

The President & CEO is currently responsible for a team of approximately 200 staff, and the following direct reports:

- Chief Financial Officer & SVP of Operations
- SVP of Development and External Affairs
- SVP of Housing Stability
- VP of Employment Readiness

### **Key Accountabilities**

The President & CEO of PPL will be responsible for the organization's strategic and operational leadership with both internal and external audiences. They will be the champion of PPL's vision of creating safe, resilient and equitable communities across the Twin Cities.

Key roles and desired accountabilities include:

#### **Strategist**

- Drive current strategies and initiatives and exhibit the passion and purpose to introduce innovation to further PPL's culture of continuous improvement and race equity.
- Evaluate strategic direction and adjust as needed to support and advance PPL's mission and objectives.
- Dream big about the role that PPL can play with its communities and stakeholders.
- Monitor and astutely understand internal and external forces that influence PPL's future and its ability to be a sustainable force for change and adjust strategy as needed to respond to changes in the environment.
- Embrace the challenge of keeping PPL relevant and at the forefront of shaping the dialogue about what the community needs.

#### **Leadership**

- Provide leadership in diversity, equity and inclusion efforts, continuing the work underway at PPL.
- Possess a servant/leader attitude, setting the example in word and action with an authentic and sincere interest in PPL's mission and race equity work.
- Cultivate a high performing Executive Management Team, skilled in decision making, communications, employee engagement, and collaboration. Make sound talent decisions (hires/promotions), coach, develop, and engage staff to bring out their best.
- Help ensure that PPL's culture continues to attract and retain experienced, knowledgeable people; ensures they feel they can make a difference at PPL.
- Position the organization and make decisions that enhance what PPL can do in the community.
- Work with the Board of Directors to build and maintain effective, strategic Board membership, to help Board Members deploy their talents on PPL's behalf, and to develop highly functioning and effective Board committees to provide oversight and assistance.



**Fundraising**

- Give significant attention to maintaining and generating new sources of revenue. Create a compelling case for donors, philanthropists, foundations, government entities, and other funders to place PPL at the top of their priority list.
- As the primary face of the organization, continually seek and cultivate relationships on behalf of PPL with individuals who might serve as supporters, donors, volunteers or otherwise promote and advocate for the advancement of PPL and the communities it serves.
- Provide leadership for overall Development program as funding streams and needs of the organization change.
- Provide the primary leadership and visibility for any capital campaign. This includes developing the case statement, selecting the campaign leaders, and meeting with potential donors in the solicitation of funding.



**Community Connectedness**

- Focus on elevating community voice and modeling equity-driven practices.
- Establish a strong rapport with the Twin Cities community and build their trust in PPL's leadership. Emphasize and communicate PPL's mission, race equity work, and equitable development approach consistently to demonstrate organizational integrity and commitment to the community's welfare.
- Promote the mission, vision, and activities of PPL through written articles, personal appearances, and presentations at public, private, and media events and as appropriate to local, regional, and national constituencies.
- Cultivate and advance relationships with government officials at all levels, continuing to represent PPL as a sound, innovative, and trustworthy organization.
- Establish strategic relationships and partnerships with complementary organizations that enhance and advance PPL's leadership role in fulfilling its mission and objectives.



**Financial and Operational Leader**

- Assume responsibility for the financial health, stability, capacity of sustainability of the organization.
- With the CFO, assess the strategic financial position and investments of the organization ensuring financial capacity and capability on an ongoing and long-term basis.
- Ensure that risk management measures are in place and that important risks are communicated to the Board of Directors.
- Use data and metrics to evaluate opportunities and alternatives to make strategic choices.
- Utilize key financial information to measure organizational performance, manage risk, and make decisions regarding the best mix of investments and expenditures.
- Ensure that operational methods are in place in the organization: planning, process, improvements, technology, metrics, and performance management.





## Position Qualifications

The ideal candidate will be an inspirational, collaborative and empowering leader who will proactively lead PPL into its next chapter. They will possess strong business acumen, proven ability to lead a highly qualified executive team, and demonstrate a commitment to race equity, inclusion, and justice in all aspects of the job. They will have a passion for community development, along with fluency and aptitude for the issues surrounding communities of color.

While no one candidate will have all the criteria enumerated below, the ideal candidate will possess the following professional and personal abilities and attributes.

- **Passionate about PPL’s mission; leads with conviction** as a champion of equitable community development.
- A **community-driven leader** who centers race equity in all decisions and aspects of the work.
- A **proven leader with experience guiding complex organizations**. An empowering leader who has developed and mentored staff and who can continue to reinforce a positive organizational culture.
- A **highly collaborative leader**; able to partner with a broad range of stakeholders such as community partners, donors, and governmental organizations. Experienced in policy and advocacy.
- A **bold leader** who is courageously committed to systemic change, balancing innovation and risk; and not afraid to make tough decisions.
- **Experienced in fund/revenue development**; an ability to diversify funding sources and raise funds through new and creative sources.
- A **strategic thinker**; able to think outside the box, look ahead and around the corner; a forward thinker in the field of community development.
- **Financially astute**; equipped to manage complex financial models, funding streams, and financial commitments to ensure long-term financial viability. Ability to use data and metrics to make decisions.
- A **high-impact communicator** who is relational; capable of being the face of the organization and connecting with stakeholders across the PPL ecosystem.

## Minimum Requirements

- 10+ years of professional leadership experience, including nonprofit, public sector and/or corporate leadership experience.
- Strong background in leading, developing, and managing staff with a demonstrated track record of inspiring teams and holding them accountable for results.
- Possesses superior financial skills; is comfortable with complexity and ambiguity.
- Bachelor’s degree required. Open to consideration of alternative educational experience or credentials.

## Compensation

The targeted salary range for this role is \$275,000 – \$350,000, commensurate with experience and qualifications.

PPL has exclusively retained CohenTaylor Executive Search Services to help conduct this search.

For more information, or to submit your resume and application, please email: [PPL@cohentaylor.com](mailto:PPL@cohentaylor.com).

All inquiries will remain confidential.

*PPL is an EEO/AA employer. PPL participates in the federal E-verify program to confirm the identity and employment authorization of all newly hired employees. In compliance with the Americans with Disabilities Act, the organization will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.*