



October 7, 2019

Elizabeth Voltz  
Board Chair and Chair, DHIC Search Committee  
DHIC, Inc.  
beth@wvllp.com

Dear Ms. Voltz:

Thank you for inviting *moss+ross* to submit a proposal to manage the President and CEO search for DHIC, Inc.

Gregg Warren has led DHIC for nearly 35 years of DHIC's 45 years of service to the region. He has literally built an award-winning legacy of quality, affordable housing that has helped to set the standard locally and across the country. Under Gregg's leadership DHIC has not only increased the inventory of affordable housing, but the organization has created safe, diverse communities of residents who can now afford to live more fulfilled lives, better support their families and hope for a better future for them and their neighbors.

It will be impossible to find another Gregg; however, we will help you find another great leader for DHIC who can pick up the mantle and write the next chapter for DHIC. *moss+ross* wants to be your partner in finding that person; a leader who has the talent, temperament, and drive to lead DHIC through its next era of service, someone who will carry Gregg's legacy forward. It would be an honor for our firm to be your partners in this endeavor.

This proposal provides a detailed overview of our search process and covers the topics reflected in your RFP. *moss+ross* charges a flat fee which covers all the services described below. Our fee for a comprehensive national search of this nature is \$31,500 plus expenses.

#### **About *moss+ross* and Statement of Qualifications**

*moss+ross* is a strategic development consulting firm formed in January 2009 as an LLC and focuses exclusively on nonprofits.

Our mission: *Providing experienced and innovative consulting to strengthen central North Carolina nonprofits.*

Our vision: *Impact that matters, in a place we love.*

As lifelong friends and business colleagues, Susan Ross and I founded the firm to offer nonprofit consulting services to the communities in which we live and work. Our structure includes the two of us as partners and a team of 19 diverse and skilled associates who broaden and deepen the *moss+ross* bench of expertise, perspectives and life experiences.

Over the past 10 years, we have had the satisfaction of working with more than 180 different clients with almost half of those clients having returned for additional engagements. They return because *moss+ross* has a solid reputation for bringing our clients a fresh perspective, sound guidance, a custom approach to each engagement and a deep commitment to making our community a better place to live for all of its residents.

In addition to executive search, we offer organizational and development program assessments, campaign planning and counsel, strategic planning, volunteer training, database counsel and research across the nonprofit spectrum including housing, social and human services, higher education, independent schools, faith-based organizations, arts and culture, healthcare and academic medicine, among others. We also offer short-term nonprofit staffing through *moss+ross interim solutions*.

During our 10+ years of service, we have worked with 63 search clients, with 24 (38%) of those searches being for President, CEO or Executive Directors. A complete listing of our search clients is attached.

Searches for affordable housing organizations or related services:

- Families Moving Forward (Emergency Shelter and Rehousing – Director of Development)
- Habitat for Humanity, Orange (Affordable Housing – Director of Development)
- Habitat for Humanity, Wake (Affordable Housing – Director of Development)
- Housing for New Hope (Affordable Housing - Executive Director)
- Inter-Faith Council for Social Services (Emergency Shelter and Rehousing– Executive Director)
- Urban Ministries of Durham (Emergency Shelter and Rehousing Housing - Executive Director)

Searches which were following a founding or long-term Executive Director, President or CEO:

- Beginnings (Long-Term)
- Communities in Schools, NC (Founder)
- Conservation Trust for NC (Long-Term)
- Eno River Association (Long-Term)
- Housing for New Hope (Founder)
- Learning Together (Long-Term)
- NC Center for Public Policy Research (Long-Term)
- SECU Family House (Founder)
- United Way of the Greater Triangle (Long-Term)

Non-search clients in the area of affordable housing or related services:

- Compass Center for Women and Families (Campaign counsel)
- Durham Collaborative to End Family Homelessness (Campaign counsel)
- Urban Ministries of Wake County (Campaign counsel)
- Oak City Cares (Campaign counsel)

Our strong reputation in the Triangle area was built through a decade of successful engagements with clients large and small. Each has benefitted from the hands-on, hard work of a talented and dedicated team of professionals. If you favor big national firms, we are not your consultant. While we provide a national reach in all searches, our special niche is that we are regional. We know this community and who lives in it. We understand the needs, and we match clients to leaders using this deep-seeded knowledge. We are focused exclusively on the institutions that call Durham-Raleigh-Chapel Hill home, though many of our clients have statewide, regional, and national reach. Our search process will be

very similar to that of the national firms, except that we will be close enough to stay more engaged and our expenses will be far less. More importantly, we offer you the personal knowledge of the kind of leadership it takes to be successful in this region and beyond.

### **Search Team Reserved Specifically for DHIC**

Fred Stang, Senior Associate and Director of Executive Search and Patrice Nelson, Senior Associate will join me as your search team. My career spans the Triangle beginning at Duke University in Central Development and then the Duke Comprehensive Cancer Center. I spent the bulk of my career working in independent schools first as Director of Development at Durham Academy and Ravenscroft School. I then moved to Saint Mary's School in Raleigh as Associate Head of Institutional Advancement, overseeing all marketing, admissions and fundraising initiatives. As a consultant, I have been the partner in most of our searches including those involving our local Habitat for Humanities.

Fred has been with *moss+ross* for nine years and leads our search division and has also worked with most of the firm's search clients including Housing for New Hope, Urban Ministries of Durham, Inter-Faith Council for Social Services and Habitat for Humanities. He has also worked on development program assessments, campaign feasibility studies and strategic planning. Prior to *moss+ross*, Fred spent a 16-year career as the Triangle Community Foundation's Director of Development.

Patrice joined *moss+ross* in 2016 following seven years as Executive Director of Urban Ministries of Durham with extensive experience in non-profit management and professional training and education in City and Regional Planning. She brings an appreciation for the urgency to make more affordable housing available, but also the challenges and opportunities leaders face as they work within the nationwide system of funders, regulations and providers of affordable housing and offer services for those who are homeless and under resourced. Within *moss+ross* she joins Fred on searches and her portfolio also includes strategic planning, capital campaigns, feasibility studies and the development of our practice with faith-based organizations.

We are also pleased to have the counsel of Terry Allebaugh for this search. Terry has more than 30 years of experience leading and coordinating work to address homelessness and housing challenges in North Carolina. He recently retired as the Community Impact Coordinator for the North Carolina Coalition to End Homelessness. Prior to the Coalition he was the founding Executive Director of Housing for New Hope in Durham where he spent 22-years developing a continuum of service and housing options including street outreach, transitional housing, short- and long-term housing assistance, and supportive services for those disabled. Noting the lack of available affordable housing, he directed the organization to expand to include housing development resulting in 125 new apartments at four complexes. He has presented to the US Congress and serves as an adjunct professor of housing policy and implementation at the Duke University Sanford School of Public Policy. Terry will be a valuable advisor to our search team assisting with building the job description, recruitment, and candidate assessment.

All of our bios are included with this proposal.

### **Recommended Scope of Services**

Every search we do is tailored, built on a proven yet flexible framework to manage the process while respecting the culture and identity of the client. That framework is composed of: Preparation; Recruitment; Applicant Management; and Candidate Review and Interviews. We offer transition

planning and interim staffing for an extra fee. Throughout the process, *moss+ross* will provide regular updates on progress and next steps, either during meetings or through written and oral reports to the Search Committee.

**Preparation: Stakeholder Interviews and Job Description.** We will set the groundwork for a successful search with an organizational meeting with your search leadership to clarify expectations, roles and dates for key meetings.

Pre-search interviews. These interviews provide *moss+ross* with a diverse perspective of DHIC and what different constituencies are looking for in your next President and CEO. The feedback informs the position description, influences our initial interviews and can reveal a more nuanced view of the position priorities. For this search, we propose five to seven individual or small group (2-3 individuals) interviews with key stakeholders. We can also design and administer a brief, online survey to the Board (and/or possibly former Board members) to gather additional information as an optional service.

Creation of the position description. A strong position description is a marketing piece to attract qualified candidates and marks the beginning of the relationship with DHIC's executive leader. We are known for developing thorough position descriptions that emphasize the strengths and aspirations of the organization and stimulate an honest discussion of the opportunities and obstacles your next leader will face. Once the first draft of the position description is finished, we will schedule a conference call to discuss and help the committee fine-tune what it is seeking. Attached is the job description we developed for Inter-Faith Council for Social Service Executive Director search.

Background materials. Many of the documents requested for your assessments will be used for the search to educate the search team and to share with the semi-finalists to give them a deeper understanding of the organization.

**Recruitment.** Creating a strong, talented and diverse pool of applicants is essential to the success of a search and is an area where *moss+ross* excels with fresh eyes and creativity. Ours is a very active and assertive process of discovery and recruitment.

Evaluation matrix. Based on the priorities reflected in the position description, we will create a matrix by which *moss+ross* will be recruiting and which the committee will use to evaluate applicants.

Building a pool – *moss+ross* outreach. The *moss+ross* team will create a recruitment/outreach list based on our own contacts and connections but also by researching organizations similar to DHIC. Each personal contact we make is either a potential applicant or referral source where we are communicating what DHIC is seeking in its President and CEO, promoting DHIC's history, accomplishments, and goals for the future and encouraging those meeting the criteria to apply.

Postings, eblasts and social media: Based on our experience and with input and approval from DHIC search leadership, we will post the job on a selection of national, statewide and regional websites. An eblast announcement will be sent to the 1,600+ nonprofit professionals and community leaders on our proprietary list plus the names created through our research.

**Applicant Management: Communication, Tracking, and Assessment.** This phase includes our managing all communications with the applicants, assessing each person's suitability against the position criteria, and assisting the Search Committee in narrowing the field of applicants to a small group of semi-finalist candidates. Specifically, we will:

- Create a *moss+ross* email address to receive applications directly;
- Acknowledge all applications received, which is one way we show the applicant respect throughout the process, since we know everything we do reflects on DHIC;
- Create a master tracking system documenting all applicants and referral contacts;
- Screen applications on a rolling basis;
- Select and conduct personal interviews, in-person, by phone or video conference with up to 15 of the most promising applicants;
- Conduct a thorough Google search on each applicant being presented to the Search Committee;
- Present feedback on the applicants interviewed and assist search leadership in narrowing the field to no more than five candidates to move forward to the semi-finalist round for personal interviews with the Search Committee;
- Make personal calls to the applicants who received an initial interview, but are not moving forward, to thank them and inform them of their status. Applicants who did not receive an interview will be notified by email.

**Candidate Review: Semi-Finalist and Finalist Interviews.** Applicants chosen as semi-finalist candidates will be contacted by *moss+ross* and informed they are moving forward in the process. At this point and at several points until the selection of your President and CEO, we will be working with the candidates to ensure they have thoroughly considered the position. The semi-finalist positions are valuable, and you do not want a candidate filling a spot unless they are serious. We will also:

- Work with the Search Committee to arrange interview schedules with search leadership;
- Prepare a packet of materials for each semi-finalist providing a deeper understanding of the organization as mentioned above in the preparation section. These documents will better prepare the candidate for the interview and will allow search leadership to ask more in-depth questions;
- Provide the search leadership with interview support such as suggested interview questions and tools to assist in making decisions. The *moss+ross* team will attend the semi-finalist and finalist interviews;
- Assist the search leadership in deciding whom to move forward to the finalist round (no more than three) and then facilitate discussion and help you come to a decision;
- Conduct multiple reference checks on all finalists. At no time during our search process would we do anything that would potentially compromise the candidate or the candidate's current position;
- Work with search leadership to determine how best to include Board, staff and possibly key stakeholders as part of the finalist candidate review. Note that *moss+ross* does not attend these ancillary interviews; and
- Support the search leadership in offering a competitive compensation package. We do not negotiate with the candidate, but we are there to counsel search leadership as needed with any negotiation.

Confidentiality is critical to any search by both the search firm and search leadership. It is something we demand of ourselves and of our clients to maintain the integrity of the search. Names and information about candidates can only be discussed among the search leadership and *moss+ross*. Search leadership should not conduct their own reference checks as it will compromise the process.

We recommend that our clients conduct background checks on the person chosen to take the position as a condition of employment. These checks are inexpensive, usually less than \$200, and we consider them one aspect of the search committee's due diligence. If this is not your usual practice, we can recommend a firm or facilitate this process for an hourly fee.

**Ideal Level of Input and Involvement from Staff, CEO, Board, Search Committee and External Stakeholders****Staff:**

- All, or a representative group, would participate in the stakeholder interviews;
- All, or a representative group, would review a draft of the position description;
- Recommend posting sites and assist in getting the word out about the opening through their personal networks;
- Recommend potential applicants and referral sources,
- Provide background materials as requested by *moss+ross*, and
- All of the staff would have an opportunity to meet with the finalists and provide feedback to the Search Committee.

(This is a representative sample of how staff have been involved in *moss+ross* managed searches. The Search Committee would make a final determination based on DHIC's culture, timing and scheduling concerns.)

**CEO**

- Participate in stakeholder interviews;
- Review a draft of the position description;
- Recommends posting sites and assist in getting the word out about the opening through his personal network;
- Recommends potential applicants and referral sources;
- Review list of applicants for feedback and to recommend any who need special attention out of courtesy or "political" concerns, and
- Meet with the finalists and provide feedback to the Search Committee.

**Board Members**

- Ensure by-laws are clear on the Board process for making its decision. If not clear, create and approve a process;
- Could be included in a stakeholder interview;
- Could be included in position description review;
- Assist in getting the word out about the opening through their personal networks;
- Recommend potential applicants and referral sources;
- Have an opportunity to meet the finalists and to review their resumes, and
- Votes on the Search Committee's recommendation for DHIC's next President and CEO.

**Search Committee**

- Selects search firm;
- Reports to the Board on search progress;
- Meets with search firm to review process and to provide feedback through a stakeholder interview;
- Makes decision on the extent of involvement of staff, CEO, Board and external stakeholders;
- Recommends posting sites and assist in getting the word out about the opening through his personal social network;
- Reviews and approves draft of position description and posting list;
- Recommends potential applicants and referral sources;
- Participates in the narrowing-the-field meeting including reviewing cover letters and resumes from applicants receiving an initial interview from *moss+ross*, listening to reports from *moss+ross* from the initial interviews and narrowing the field down to five semi-finalists;

- Participates in semi-finalist interviews including making logistical arrangements for the interviews (location, food, etc.), reviewing and approving interview process and questions, attending all interviews and selecting three finalists;
- Participates in finalist interviews and other activities including making logistical arrangements for the interviews (location, food, etc.), reviewing and approving interview process and questions and attending all interviews. Other activities could include a meet and greet where other Board members have an opportunity to interact with the finalists;
- Receive feedback from Board and staff who meet with finalists;
- Discuss all inputs and make a recommendation to the Board, and
- Negotiate salary, start date and any other issues with candidate chosen and ensure background checks are completed.

#### External Stakeholders

- Could participate in stakeholder interviews, and
- Could participate in finalist meet and greet and provide feedback to the Search Committee.

### Reach and Diversity

At *moss+ross* we believe in the importance of diversity and inclusion and in our “*What We Believe*” statement we state: *We work to create open and equitable environments by embracing these values within our firm and through our hands-on work with community partners and clients.* As a firm we respect the important work of taking a close look at diversity and inclusion within our firm through our hiring practices, language and beliefs as well as how we promote diversity through our practice with clients.

When it comes to the search, our goal is to create a diverse and deeply talented pool of applicants who will challenge the Board to really fine-tune what it is seeking in its next leader. Attracting a diverse pool begins with a position description that is inviting and underscores DHIC’s commitment to diversity and inclusion. We will make personal recruitment contacts specifically to potential applicants and referral sources who reflect the diversity you are seeking, and we will look for opportunities to post the position on sites that get the job opening in front of a diverse audience.

The search will be national in scope reflected in the posting sites but more importantly in the personal outreach calls we will make. As mentioned above, we are very active in our recruitment efforts and we follow-up on all viable leads be they based on referrals from the DHIC staff and Board, our own research or from others.

### Onboarding Services

A successful search is made stronger with a good on-boarding plan. Tom Lambeth, Director Emeritus of the Z. Smith Reynolds Foundation, gave us one of our favorite complements when he said the on-boarding plan we did for the NC Center for Public Policy Research was the best he had ever seen.

In terms of transition support, we give on-boarding advice along the way and provide an outline of transition best practices for the position. We know the first six months of any new executive position are the most important, and it is critical that this person feels supported and set up for success. We check in with our staff placements after one, two and three months after searches, and we check in with others in the office, all as a matter of course.

We can expand the scope of transition counsel, if needed, and could provide DHIC with a 30-60-90-day plan for an additional fee of \$3,000. The *moss+ross* team will take what we have learned about DHIC and your next President and CEO and propose a plan that is realistic and strategic.

### Estimated Timeline

A search for an executive-level position typically takes approximately 16-18 weeks. There are many factors that could affect the speed of the search including the challenge of scheduling search leadership meetings, candidate schedules and holidays. The timeframe below is an estimate and can be adjusted.

Timing	Activity
November 4 – December 6, 2020 (5 weeks)  <i>Election Day: Tues, Nov 4</i>  <i>Thanksgiving: Th, Nov 28</i>	<ul style="list-style-type: none"> <li>• Meeting with search leadership to review scope of work, timeline, deliverables, understanding of responsibilities for each party.</li> <li>• Conduct stakeholder interviews.</li> <li>• Draft and gain approval for position description.</li> <li>• Prepare ads and post for the position.</li> <li>• <i>moss+ross</i> will announce the position with an email blast to our list of nonprofit professionals, prospect and referral list and on <i>moss+ross</i> website.</li> </ul>
December 7, 2019 – January 24, 2020 (7 weeks)  <i>Hanukkah, Christmas, Kwanza and New Year's – limited value in actual workdays:</i> <i>Mon, Dec 23 – Tues, Jan 1</i>  <i>MLK Day: Mon, Jan 20</i>	<ul style="list-style-type: none"> <li>• <i>moss+ross</i> contacts prospective applicants and sources for referrals to encourage applications.</li> <li>• <i>moss+ross</i> screens and ranks applications on a rolling basis; conducts phone/personal interviews with up to 12 candidates.</li> <li>• <i>moss+ross</i> does Google searches on all applicants being presented to search leadership.</li> <li>• Narrowing-the-field meeting: <i>moss+ross</i> presents most promising applicants to search leadership from those who received initial interviews. Search Committee narrows the field to no more than five semi-finalists.</li> </ul>



Timing	Activity
January 25 – February 21, 2020 (4 weeks)	<ul style="list-style-type: none"> <li>• <i>moss+ross</i> contacts semi-finalist candidates to make sure they are ready to move forward and provides them with a link to background information.</li> <li>• <i>moss+ross</i> circulates draft list of interview questions for input and approval.</li> <li>• Semi-finalist interviews conducted, and search leadership selects up to three finalists.</li> <li>• <i>moss+ross</i> conducts reference checks on finalists.</li> <li>• <i>moss+ross</i> facilitates finalists' interview sessions and discussion.</li> <li>• If desired, finalists visit with staff, Board and other stakeholders.</li> <li>• Selection made, and background checks performed.</li> <li>• <i>moss+ross</i> works with search leadership to advise on competitive offer; candidate notified.</li> <li>• <i>moss+ross</i> makes personal contact with all candidates interviewed to thank them and let them know a decision has been made. All other applicants receive an e-mail thanking them for their interest and letting them know the position has been filled.</li> </ul>
March/April/May 2020	<ul style="list-style-type: none"> <li>• New President and CEO start date dependent on her/his current employment situation.</li> <li>• Press announcement as appropriate; we would appreciate your acknowledging <i>moss+ross</i>' role in the search.</li> </ul>

### Costs and Guarantees

#### **The total fee for the comprehensive search as described above is \$31,500 plus expenses.**

Expenses may include job-posting fees, meeting rentals or travel expense (mileage, meals, lodging if necessary) and average around \$1,200-\$2,000; these will be approved by you in advance and billed as incurred. Incidental expenses such as copying, refreshments for meetings with initial interviewees, mileage at IRS rates and parking will be billed without prior approval. If requested, the fee for a 30-60-90-day on-boarding plan is \$3,000. Survey pricing begins at \$1,000 for a survey to the Board (up to 20 survey invitations).

All fees may be paid in equal monthly installments during the contract period. Out-of-pocket expenses will be billed as incurred. The search could draw applicants from across the country, which may result in air travel and accommodations for face-to-face interviews with search leadership for highly ranked candidates located outside the immediate area. Any costs such as these will be paid by DHIC.

If the selected candidate should be terminated within six months for cause (poor job performance) by DHIC, *moss+ross* will conduct an additional search at no charge, beginning with the pool of candidates identified in the initial search. We cannot be held accountable for terminations caused solely by the decision of the selected candidate including but not limited to: a change of mind, an accident, illness of the person selected or an immediate family member that causes the person selected to have to resign from the position, or the inability to find suitable housing or the inability to sell a residence in the case of a move.

If *moss+ross* presents a slate of qualified candidates through the process outlined above, and all finalists selected and interviewed by DHIC are rejected by DHIC, or the candidate(s) removes his or her name for consideration, *moss+ross* will work with search leadership to review the candidate pool again for possible finalists. However, in this situation a new contract, including fees, may be required to continue to use *moss+ross* services.

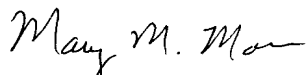
Upon completion of the search, we ask that DHIC acknowledge *moss+ross*' role in the search in initial postings and in all PR related to the hiring and gives *moss+ross* permission to announce the hiring on our website and social media networks.

It is typical for *moss+ross* to be involved in multiple searches at the same time. We have reviewed our current and potential clients, and we do not see a conflict of interest with a search for DHIC and any of our existing search clients.

The contents of this proposal including attachments, herein, is proprietary information and may not be shared with anyone outside of DHIC staff and Board.

Thank you again for the opportunity to present this proposal to you. If selected, we will prepare a final contract for your signature. I look forward to discussing our approach and possible partnership.

Sincerely,

A handwritten signature in cursive script that reads "Mary M. Moss".

Mary M. Moss  
Partner

cc: Susan Ross  
Patrice Nelson  
Fred Stang



## ***moss+ross* Searches for Executive Director/CEO and Fundraising Positions**

<b>Client</b>	<b>Position</b>
Alliance Medical Ministry (2012 & 2018)	Executive Director
BEGINNINGS	Executive Director
Beth El Synagogue	Executive Director
Chapel Hill Downtown Partnership	Executive Director
Communities in Schools - Durham	Executive Director
Communities in Schools - North Carolina (2013 & 2018)	President/CEO
Conservation Trust for North Carolina	Executive Director
Dress for Success - Triangle (2013 & 2017)	Executive Director
Eno River Association	Executive Director
Forest at Duke	Interim CEO
Foundation of Hope	Associate Executive Director
Housing for New Hope	Executive Director
Inter-Faith Council for Social Service	Executive Director
Learning Together	Executive Director
North Carolina Center for Public Policy Research	Executive Director
North Carolina Freedom Monument Project	Executive Director
North Carolina Zoological Society	Executive Director
Ronald McDonald House of Durham	Executive Director
SECU Family House at UNC Hospitals	Executive Director
United Way of the Greater Triangle (2012 & 2017)	President/CEO
Urban Ministries of Durham	Executive Director
Animal Protection Society of Durham	Director of Development
Autism Society of North Carolina	Director of Development
Boys & Girls Club Serving Wake County	Vice President of Development
Camp Corral	Chief Development Officer
Caring House	Director of Development
Center for Child and Family Health	Director of Development
Chordoma Foundation	Development Associate
Conservation Trust for North Carolina	Director of Development
Duke Center for Documentary Studies	Senior Development Associate
Duke Law	Associate Dean for Alumni and Development
Duke School	Director of Development

<b>Client</b>	<b>Position</b>
Durham Nativity School	Director of Development
Durham Tech Community College Foundation	Director of Development
East Durham Children's Initiative	Director of Development
Eno River Association	Director of Development
Emily K Center	Chief Advancement Officer
Families Moving Forward	Director of Development
Green Chair	Director of Development
Habitat for Humanity of Orange County (2014 & 2017)	Director of Development
Habitat for Humanity of Wake County	Director of Development
IntraHealth International	Director of Development
KidzNotes	Director of Development
North Carolina Bar Foundation	Director of Annual and Major Gifts
North Carolina Museum of Art	Director of Development
North Carolina School of Science and Mathematics	Executive Director of Development
North Carolina School of Science and Mathematics	Vice Chancellor for Development and President of the Foundation
North Carolina State University – College of Agriculture and Life Sciences	Senior Director of Development, Plant Sciences
North Carolina State University – College of Engineering	Assistant Dean for Development and College Relations and Executive Director of the NC State Engineering Foundation
Student U	Director of Development
UNC Institute for the Arts and Humanities	Director of Development
UNC School of Journalism and Mass Communication	Associate Dean for Development and Alumni Affairs
UNC School of Law	Associate Dean for Advancement
UNC School of Social Work	Associate Dean for Advancement
United Way of the Greater Triangle	Senior Vice President of Resource Development & Strategic Partnerships
Urban Ministries of Durham	Director of Development

## Mary McGranahan Moss Co-founder & Partner



### Selected Recent Clients

#### *Fundraising Counsel*

NC Bar Foundation  
Alliance Medical Ministry  
SAFEchild  
Temple Beth Or

#### *Campaign Counsel*

UNC Medical Foundation \$1B  
UNC Law School \$75M  
Healing Transitions \$11.75M  
SECU Family House \$9.6M  
Oak City Cares \$2.5M  
St. Paul's Episcopal Church \$2.1M  
Trinity Academy

#### *Strategic Planning*

UNC School of Social Work  
UNC School of Education  
NC Advocates for Justice  
SAFEchild  
Community Music School

#### *Executive Search*

North Carolina Museum of Art  
Orange Habitat  
Communities in Schools NC  
Duke School

Mary Moss launched moss+ross in 2009 after a career in which she was known as one of North Carolina's leading independent school fundraisers. She and Susan Ross have guided the firm's growth to a \$1.5M firm with 19 associates. Mary specializes in campaign management, feasibility studies, strategic planning, executive search and coaching, and board and volunteer training.

Mary's fundraising career spanned more than two decades at three prominent Research Triangle schools. She stepped down in 2008 as associate head for institutional advancement at Saint Mary's School, her high school alma mater, having raised gifts over \$21.5 million, including back-to-back \$1 million Annual Fund totals. Prior to that, she was director of development at Ravenscroft for 11 years and at Durham Academy for nearly five years. Her work earned numerous national and regional CASE awards for fundraising and communications.

Mary is an active community volunteer. She served a six-year tenure on the Board of Trustees of Ravenscroft School, where she co-chaired the Advancement Committee and still chairs a special board committee. She is Immediate Past President of the Rotary Club of Raleigh, and she is a member of the Raleigh Fine Arts Society, having chaired the Grants Committee. She has also served on the Board of Directors of the New Voices Foundation. Mary has been a volunteer consultant with numerous schools and nonprofits including the Junior League of Raleigh, Hayes Barton United Methodist Church, and other organizations.

A native of the Triangle area, Mary is a graduate of the UNC-Chapel Hill, the Institute of Paralegal Training in Philadelphia, and the Leadership Raleigh program. She is married to Bill Moss and they have three grown sons and one granddaughter. She and Bill enjoy spending time with family, traveling, and enjoying the North Carolina beaches.

Fun fact: A devout Tar Heel now, she was born a staunch Blue Devil!

*Serving Our Community Since 2009*

Mary Moss + [mmoss@mossandross.com](mailto:mmoss@mossandross.com) + 919.801.6502  
Susan Ross + [sross@mossandross.com](mailto:sross@mossandross.com) + 919.819.7232

**Fred Stang**  
**Senior Associate,**  
**Executive Search Director**



**Recent Clients**

*Executive Search*  
NC Museum of Art  
NC State University  
NC School of Science and Math  
Eno River Association  
Chapel Hill Downtown Partnership

*Fundraising/Campaign Counsel*  
Compass Center  
Beth Meyer Synagogue  
Beth El Synagogue  
Duke School

*Strategic Planning*  
Duke Gardens

Fred has served the Triangle region of NC for more than three decades in his capacity as a social worker, fundraiser and consultant. He joined moss+ross in 2010 and is one of the firm's executive search specialists, having co-led more than 50 searches, and also works on development assessments, feasibility studies, and staff retreat services.

Fred has a great appreciation of the opportunities and challenges facing our region and people. He is a keen and active listener with the ability to ask probing questions mixed with good humor and a strong sense of customer service. During his career in social work, he was awarded one of the first Z. Smith Reynolds Sabbatical Awards for his work with batterers. He served as Director of Development for the Triangle Community Foundation from 1994 to 2010 where he was proud to be part of the team that grew the Foundation's assets from \$10 million to \$135 million.

Fred has served on the Board of the Executive Service Corp and is the past Board chair of Leadership Triangle, the Durham Estate Planning Council, and the NC Center for Public Policy Research. He graduated from UNC-Chapel Hill with a BA in Psychology and a Master of Social Work.

Fred and his wife Claire, the manager of UNC's Carolina Community Garden, live in Chapel Hill where they raised both of their wonderful children. A grandchild, with another on the way, has made their lives even richer.

Fun fact: Fred and Susan Ross have known each other since the early 1980's when Susan was on the Board of the Coalition for Battered Women and Fred was on staff.

## Patrice Nelson



### Senior Associate

#### Recent Clients

##### *Campaign Counsel*

St. Paul's Episcopal Church \$1.8M  
Durham 150 Campaign \$925,000

##### *Campaign Feasibility*

NC School of Science & Math  
Saint Andrews Presbyterian  
Church

##### *Executive Search*

NC School of Science and Math  
Durham Academy

Patrice Nelson works on executive search, campaign feasibility studies and campaign counsel, with a special emphasis on the development of *moss+ross*' efforts on behalf of faith-based organizations. She joined *moss+ross* in 2016 after serving for seven years as Executive Director of Urban Ministries of Durham and 25+ years of nonprofit and faith community leadership positions in Philadelphia, Pa.

By listening, challenging, encouraging and guiding clients facing change, she assists them to clarify hopes and dreams and create specific plans for action. Patrice brings strengths in organizational assessment, board and management team leadership development, conflict resolution, fundraising, human resources, program development, performance measurement and fiscal management. Having worked with a broad spectrum of leaders, service providers, consumers and supporters, she is a bridge builder and has a reputation for using her gifts to help all parties find common ground to achieve common goals.

Patrice graduated from Massachusetts Institute of Technology with undergrad and master's degrees in urban planning and has a certificate in non-profit management from Duke. She also attended Lutheran Seminary, received a master's in divinity and is an ordained minister in the Presbyterian Church USA.

She's active in the Durham Chapter of Alpha Kappa Alpha Sorority, supports the work of Durham area non-profits serving those who are homeless, works to increase voter engagement and is active at Covenant Presbyterian Church in Durham. She's a grandmother of three and spends a lot of time cheering at youth sporting events.

As Executive Director of Urban Ministries of Durham, Patrice was one of *moss+ross*'s first clients.

## Terry Allebaugh Affiliate

Terry Allebaugh has over 30 years of experience leading and coordinating work to address homelessness and housing challenges in North Carolina. He recently retired as the Community Impact Coordinator for the North Carolina Coalition to End Homelessness where his primary responsibilities included advocacy and education on the federal, state, and local level to enact policy, secure funding, and provide technical support for strategies to access current affordable housing as well as to build new units for those exiting homelessness. During his tenure, Terry was embedded with the North Carolina Department of Military and Veterans Affairs as the Ending Veteran Homelessness Coordinator. He led a project with the NC State College of Design to publish a guide for developing permanent housing for veterans, [Micro-Housing for Homeless and Disabled Veterans](#).

Building on lessons learned beginning in the late 1980s as the Executive Director of the Community Shelter, now a part of Urban Ministries of Durham, Terry worked with religious and civic leaders to found and direct Housing for New Hope. For twenty-two years, Terry led the organization to develop a continuum of services and housing options including street outreach, transitional housing, short- and long-term housing assistance, and supportive services for those disabled. Noting the lack of available affordable housing, he directed the organization to expand to include housing development resulting in 125 new apartments at four complexes.

A strong believer and practitioner of collaborative approaches, Terry provided leadership to the City and County of Durham to develop a ten year to end homelessness. He also served as a trainer for the National Coalition Building Institute, providing workshops on prejudice-reduction and ally-building.

Terry has provided federal testimony twice in Washington, D.C.; first in 2007, at the invitation of Senator Richard Burr before a U.S. Senate subcommittee on housing and services for the homeless; and, again in 2017 at the White House at the invitation of N.C. Governor Roy Cooper, who was serving on the President's Commission on Combatting Drug Addiction and the Opioid Crisis. He addressed the intersection of veteran homelessness and the disease of addiction from both his professional and personal perspectives.

Seeking to inspire, guide and support others, Terry works as an adjunct instructor of housing policy and implementation at the Sanford School of Public Policy at Duke University. He volunteers with the Coalition for Affordable Housing and Transit, an advocacy collective in Durham.

A native of Harrisonburg, Virginia, Terry graduated from Berea College in Kentucky with a B.A. degree in English and received a Distinguished Alumni Award in 2011. He attended Duke Divinity School and is married to Lori Pistor, a Presbyterian minister. His son, Jeyhoun Allebaugh, is a photographer and videographer with the University of North Carolina and owner/operator of Inspired Storytellers Collective.





Search for the  
**Executive Director**

Inter-Faith Council for Social Service (IFC)



## **Inter-Faith Council for Social Service (IFC)**

Position Description: Executive Director

<http://www.ifcweb.org/>

Applications will be accepted until December 14, 2016 or until the position is filled.

### **Background**

The Inter-Faith Council for Social Service (IFC) was founded in 1963 when seven local women united their volunteer efforts to address the conditions of poverty in Chapel Hill and Carrboro, North Carolina. Throughout its 50+ years of serving the community, IFC programs have been designed in partnership with community volunteers, congregations, businesses and civic associations to provide safety-net services for individuals and households that are struggling with poverty, food insecurity and homelessness. IFC offers basic services, including emergency shelter, transitional housing, support circles, a community kitchen and food pantry for those who are hungry, and crisis intervention (financial assistance) services for vulnerable individuals and families who are at-risk of becoming homeless. IFC is the sole provider of residential services to homeless men, women and children in Orange County.

Underscoring its work is the sense of hope IFC creates, not just in the lives of those receiving the services but also the many people, staff and volunteers, providing the services. It is an institution based on respect for everyone, no matter his or her life circumstances, and a belief that we all have the power to make the community a better place for everyone who lives here.

In fiscal year 2015-2016 (ending June 30, 2016), 357 men, women and children spent 25,622 nights in the safe, clean environment of IFC's shelters due to the work of IFC staff and volunteers. More than 107,572 meals were served at its shelters, community kitchen and a summer lunch program for children, and 13,303 bags of groceries were given away to 1,702 households. Crisis intervention services provided \$116,637 in rent, utility and other support to 760 households, and 643 people received medical/dental/mental health services at the Robert Nixon Clinic where 1,169 prescriptions were also filled.

IFC is governed by an active and involved 18-member Board of Directors whose members include working professionals in health, law, business, banking, nonprofits and the faith community as well as IFC volunteers and former clients. The Executive Director is supported by an Executive Assistant and manages a leadership team comprised of the Residential Services Director, Finance/Operations Director, the Community Services Director and the FoodFirst Project Manager. There are 20 full-time and 16 part-time staff members. Last year, over 750 volunteers gave more than 30,000 hours of their time to the organization.

For fiscal year 2016-2017, IFC has an operating budget of \$1,916,925. Support from individuals represents the largest source of revenue at 29%, foundations at 18%, government grants at 11%, congregational support at 10%, United Way at 6%, and special events done by IFC and for IFC represents 6%. In-kind contributions totaled more than \$2.4 million. It has a healthy and growing endowment of more than \$2 million and operating reserves representing approximately three months of operating expenses.

IFC currently owns facilities at the IFC @ SECU Community House (for men), HomeStart (women and children) both in Chapel Hill and the Douglas Building in downtown Carrboro (food pantry and administrative offices). The organization's community kitchen is operated out of the Town of Chapel Hill's old municipal building, rent-free. In September 2015, the men's shelter moved out of the old municipal building into the beautiful IFC @ SECU Community House after a successful \$5.8

million capital campaign. The IFC @ SECU Community House exemplifies hope in its architecture, and the program and support services it contains are intended to empower men to transform their lives and honor the dignity of each resident. Providing both emergency shelter and transitional housing, the new building boasts a library full of books to read, a room with exercise equipment, private rooms for job coaching and counseling, and the on-site Robert Nixon Clinic providing physical, dental and mental health services for homeless men, women and children and a low-cost pharmacy operated through an agreement with Piedmont Health Services.

IFC is now preparing to launch its \$5 million FoodFirst capital campaign to better meet the food needs of clients. By replacing the Douglas Building with the FoodFirst building, FoodFirst will combine and expand IFC's community kitchen and food pantry services in a space specifically designed for serving, receiving, storing, preparing and distributing food. The new building will enable IFC to provide more and healthier food to more people and in a much more efficient manner. It will also provide improved office space for administrative staff and conference room space for use by the community. The organization is still working through the permitting process with the Town of Carrboro and is in the process of identifying a campaign consultant. During the anticipated 12-month construction period, IFC will need to relocate its Community Services operations and administrative staff now currently located at the Douglas Building

### **Position Highlights**

This is an exciting time for a new Executive Director. With the IFC @ SECU Community House built and operational and fundraising for FoodFirst due to begin in 2017, IFC is working to conclude its current strategic priorities. It will then be time for IFC to create the organization's strategic priorities moving forward. IFC needs a visionary leader who can evaluate the strengths and challenges of IFC's current programs and operations, is knowledgeable about best practices and innovations in the field and can help determine strategies and put the priorities in action.

IFC's next Executive Director will be leading an organization with deep connections to the Chapel Hill / Carrboro community. For its first 20 years, IFC was an entirely volunteer-run organization, and that sense of community ownership remains to this day with volunteers working side-by-side with paid staff in just about every IFC function and program. IFC's Executive Director must relish being an active part of the community and honor the role of volunteers in its success.

The Executive Director must be the consummate diplomat and advocate, empathetic to the concerns of both the community and the clients. Collaborations and partnerships with other community agencies are critical to IFC's success. The Executive Director must have the ability to lead and participate in effective collaborations that make strategic, service delivery and financial sense for the organization and must effectively manage these strategic relationships. IFC depends on its partnerships with local governments for funding and support for service improvements such as Community House and FoodFirst. The Executive Director will need to be highly effective working with government officials and clearly understand how local government works.

IFC has a staff that is committed to improving the lives of the people they serve and is critical to the success of the organization. The next Executive Director must be a leader who knows how to build a strong team environment based on mutual respect, transparency and support. Respect begins with a leader willing to listen and learn from the team, who can assess its strengths and challenges and develop individual work plans that meet organizational and professional development goals.

IFC's next leader will be taking the reins of a financially solid organization. Over the years it has been the recipient of many bequests and has thousands of donors who give faithfully each year. Its

annual fundraising events (Crop Walk, RSVVP and holiday dinners), along with events put on by others, are expected to bring in 6% of its revenue this year. But annual fundraising results have plateaued for many years. Improved fundraising will be critical for future growth and opportunities. The Executive Director must be a confident and proven fundraiser, experienced at managing the operational functions of a quality development program, and someone who can train others for fundraising success. Leading an organization dealing with homelessness and poverty means the Executive Director should also be a student of funding trends and best practices at the national, state and local levels. The Executive Director must excel at engaging and developing effective working relationships with government funding liaisons and understand policies and trends. The FoodFirst capital campaign will require a great deal of the Executive Director's time and attention and will be an excellent opportunity to meet IFC's top donors.

This position requires a leader with the highest level of integrity who has respect for IFC's legacy and history of service. The IFC Executive Director should be an optimist, with a passion for IFC's mission, who believes it is possible to bring people out of poverty, to overcome adversity and be as self-sufficient as possible. This is an exceptional opportunity for a proven leader who wants to take a well-respected, community asset to new heights of effectiveness and impact in building a better community for us all.

## **Responsibilities:**

### **Leadership**

- Provides visionary, strategic and operational leadership meeting IFC's vision, mission and values; ensures best practices are instituted throughout the organization.
- Translates strategic priorities into clear and attainable work goals to be implemented working with senior staff; monitors results and keeps the Board closely apprised of progress and challenges.
- Maintains a regular and visible presence in all areas of the organization to stay connected with operational and program needs and the needs of clients, to support the staff and volunteers and to ensure organizational priorities are being met.
- Creates a safe, productive, diverse and healthy work environment for staff and volunteers.
- Mentors and supervises senior staff, ensuring they receive annual performance evaluations based on clear expectations reflected in position descriptions and annual work plans.
- Recognizes the talent onboard and is comfortable delegating responsibility. Seeks staff input as a matter of course.
- Ensures staff and volunteers have the best training the budget can afford and the support they need to excel in their positions.
- Serves as the organization's lead spokesperson.

### **Fundraising / Communications / Marketing**

- Possesses a thorough knowledge of the organization's history, accomplishments and challenges, key leaders since inception and important funders.
- Directs the creation of a diversified fundraising and stewardship strategy for individuals, congregations, foundations, businesses and governments with an emphasis on expanding the donor base and moving donors to greater levels of support.
- Participates, with the Board, volunteers and consultants, in a well-organized capital campaign effort to raise the necessary funds for the FoodFirst campaign.
- Manages a portfolio of top prospects and donors and encourages and supports fundraising activities by the Board.
- Directs the communications and marketing strategy, which promotes and expands IFC's brand in the community and among funders.

- Works with the Board and staff to ensure the organization has the resources required to be financially healthy and maintains adequate reserves.
- Ensures development processes and procedures are of the highest effectiveness.

#### Finance and Operations

- Possesses a thorough knowledge of the organization's financial details and status.
- Develops and monitors the organization's budgets in coordination with the Finance/Operations Director, the treasurer and the Finance Committee.
- Focuses and strategizes on long-term financial sustainability of IFC and its programs.
- Ensures all operations meet applicable health, safety, non-discrimination and government requirements.
- Reviews the organization's policies and procedures for strong internal operations.
- Makes certain all federal, state and local funders' reporting requirements are met, on schedule.

#### Collaboration

- Maintains and enhances IFC's strong and constructive presence in its collaboration with government entities and key homeless- and hunger-related organizations and advocacy efforts.
- Keeps informed of, communicates with, and connected to community politics, leaders, and other people of influence, at all relevant levels, who may have an impact on the organization.

#### Programs

- Monitors and evaluates all programs to ensure they are run to the highest standards for long-term success and sustainability.
- Works with the program directors to research, pilot, and implement promising new strategies or programs.

#### Board of Directors

- Reports on all relevant developments and planning discussions and is accountable to the Board of Directors.
- Provides accurate and timely reports and information necessary for the Board to make informed decisions.
- Works closely with the Executive Committee to support the ongoing development of the Board.
- Assists the Board in creating an active culture of philanthropy through individual giving and participation in fundraising and awareness activities.
- Plays an active role in the recruitment and development of new Board members.
- Works with individual Board members to maximize each member's contribution to the success of the organization.
- Cooperates fully with the Board in reviewing the executive director's performance at least annually.

#### Education and Preferred Qualifications

- Bachelor's degree required; masters or higher degree preferred.
- Five or more years in a complex organization with proven experience in making its programs and operations more effective and a record of implementing best practices to ensure quality and efficiency in programs, operations, procedures and policies.

- Experience with homelessness, poverty, crisis, frontline social service delivery, mental health services a plus.
- Of unquestionable trustworthiness and integrity; leads by example, excellent listener and facilitator.
- Demonstrated experience managing and nurturing a successful volunteer culture.
- Track record of working effectively with a nonprofit board of directors as a leader of the agency.
- History of working effectively with all people irrespective of their history, economic status, challenges, race, gender, educational level or sexual orientation; believes in the importance of diversity.
- Seasoned organizational leader and manager with a track record for creating and fostering an effective, collaborative work environment and teams.
- Proven record of making difficult decisions when necessary.
- Excellent communicator with the ability to listen and engage, who can inspire, educate and move people to action as a public speaker, in personal meetings and in written form.
- Experienced networker, enthusiastic about making connections, attending events and being visible in places that benefit the organization.
- Strategic thinker, with exceptional planning and management skills; results- and action-oriented. Sets and exceeds ambitious goals, meets deadlines and measures performance.
- Fundraising excellence; personal experience raising significant gifts from individuals, organizations, congregations, businesses and foundations and a history of securing federal, state and local government grants or contracts.
- Politically savvy; has effectively created and managed strategic relationships.
- Knowledge of IFC's relevant community is a plus.
- Not afraid of conflict; keeps a cool head in crisis situations.
- Able to work evening hours and weekends when necessary.

**Compensation:** Commensurate with experience and abilities and reflective of salary levels in nonprofit organizations.

**To apply:** Submit one document that includes your cover letter (providing your salary requirements and how you learned about the position) and your resume and send via email to:

Ms. Melba Ribeiro Doll  
Chair, Search Committee  
Inter-Faith Council for Social Service  
[IFCSearch@mossandross.com](mailto:IFCSearch@mossandross.com)

**Applications will be accepted until December 14, 2016 or until the position is filled.** IFC is an Equal Opportunity Employer.

Writing samples, a short presentation and five references will be required from finalists. Academic, credit and criminal checks will be conducted and workplace assessments may be conducted before a final offer is made.

The consulting firm of moss+ross ([www.mossandross.com](http://www.mossandross.com)) has been retained to assist with the search.

**moss+ross Search References for DHIC, Inc. President and CEO Search****Housing for New Hope**<https://www.housingfornewhope.org/>

Search: Executive Director

Completed: August 31, 2014

Rev. Katie Crowe, Senior Pastor, Trinity Avenue Presbyterian Church

Relationship to Organization: Board Member, Chair of the Search Committee

919-682-3865 (w)

704-651-8680 (m)

[kcrowe@trinityave.org](mailto:kcrowe@trinityave.org)**Habitat for Humanity of Orange County**<https://www.orangehabitat.org/>

Search: Director of Development

Two separate searches: April 3, 2014 (Jennifer Player hired, became Executive Director) and May 31, 2017

Jennifer Player, Executive Director

919-932-7077 Ext. 215 (w)

919-339-9444 (m)

[jplayer@orangehabitat.org](mailto:jplayer@orangehabitat.org)**Chapel Hill Downtown Partnership**<http://www.downtownchapelhill.com/>

Search: Executive Director

Search Completed: November 30, 2018

Elizabeth Sasser, Lecturer, Public Policy, UNC-CH

Relationship to organization: Chair of the Board and Chair of the Search Committee

919-260-6444

[esasser@gmail.com](mailto:esasser@gmail.com)**North Carolina Museum of Art**<https://ncartmuseum.org/>

Search: Chief Advancement Officer

Search Completed: February 15, 2019

Liza Roberts, Journalist, Author

Relationship to Organization: NCMA Foundation Board Member and Chair of the Search Committee

919-740-3197

[Robertsliza1@gmail.com](mailto:Robertsliza1@gmail.com)**Urban Ministries of Durham**<http://www.umdurham.org/>

Search: Executive Director

Completed: February 29, 2016

David Sotolongo, RTI International

Relationship to Organization: Board Chair, Chair of the Search Committee

919-541-6964 (w)

919-369-0484 (m)

[soto@rti.org](mailto:soto@rti.org)