



**Seeking an Executive Director for The Cabbage Patch Settlement House**  
**<http://www.cabbagepatch.org>**  
**Louisville, Kentucky**

The Cabbage Patch Settlement House (The Patch) is seeking a compassionate, energetic Executive Director. Founded in 1910, The Patch is a Christian Settlement House in Louisville, Kentucky that profoundly changes lives of vulnerable youth and families. A community treasure in one of America's most livable cities, The Patch serves at-risk youth and families in a safe, loving environment that teaches relational, educational, artistic, and athletic skills in a disciplined, faith-based context so that youth and families will achieve self-reliance and self-sufficiency. The successful Executive Director candidate will have leadership; staff and volunteer management; fiscal; and fundraising experience as well as understanding of working with boards and youth/family populations similar to the ones The Patch serves. The Executive Director will play a key role in the completion of the current Capital Campaign; growing the College Scholars program; and helping The Patch navigate through the rapidly changing economic and social environment.

**About The Patch:**

In 1910, Old Louisville resident Louise Marshall founded The Patch with the help of her community, church and family. Named for the Louisville neighborhood where it was originally established, The Patch was formed in the spirit of Christian love as a safe haven for children in the neighborhood to play, grow and learn. The Patch quickly grew, gaining continued support from the Louisville community. By 1929, it had outgrown the capacity of its original facility on Ninth Street and moved to its current location on South Sixth Street. Over its lifetime, The Patch has had three Executive Directors with the current Executive Director, Rev. Tracy Holladay, getting ready to retire after 35 years.

Today, The Patch continues Miss Marshall's legacy and vision through programs and services aimed at profoundly changing the lives of approximately 1,000 at-risk children and their families annually. The campus consists of five buildings that have been connected so that youth can flow easily from recreation and arts education spaces to the educational opportunities building where they work on homework and prepare for college admissions. In recent years, the gym was updated; new and larger meeting rooms were added; and classrooms were built along with dedicated rooms for games, exercise, structured learning activities, and visual/performing arts.

Some of the same issues Miss Marshall worked to address a century ago are still prevalent today in The Patch neighborhood. For example, within a one-mile radius of The Patch:

- 60% of the children live in poverty
- 59% of the households have an annual income of less than \$25,000
- 62% of families are headed by single mothers
- 37% of those 25 years of age or older are not high school graduates

These figures alone demonstrate some of the challenges people in the neighborhood face, but poverty strikes people in many neighborhoods. That's why The Patch's outreach now extends well beyond a one-mile radius and as a result, the needs are growing.

### **Governance and Staff:**

The Executive Director reports to the 40-member Board of Directors and leads a staff of 30 (23 full time and 7 part-time) including four direct reports: Director of Programs, Director of Development - Marketing and Support Services, Director of Finance and Facilities, and Senior Manager of Human Resources. The highly regarded Board meets monthly; is committed to the mission of the organization; plays active roles in multiple committees that meet year-round; and shares high expectations for Board governance and philanthropy. Other volunteers give not only funds for operations, but also time and talents through fundraising events, special occasion events for the children and families; and one-on-one tutoring programs. Across all departments, the staff members are committed, long-serving and well-trained professionals; several staff members have 20-40 years of service to The Patch, and almost all senior management and program staff have Master's degrees.

### **Finances and Philanthropy:**

The annual budget of The Patch is \$2.2 million and investments/endowments total more than \$20 million. Annual revenue to support operations is generated through a mix of contributions, grants and events as well as an annual draw from income generated by the endowment/investment accounts (40%). The Patch is solely dependent on private philanthropic support to fund its operations, and by design, The Patch neither seeks nor receives any government grants or United Way contributions.

The Patch successfully completed its second Capital Campaign in 2011 that led to the construction and renovation of existing spaces. Because of this long-held focus on philanthropy and income from investments, a new, ongoing Comprehensive Campaign is focused on building the endowment along with annual giving by individual donors (including estate gifts) as well as churches, businesses and foundations. Eventually, The Patch seeks to grow its endowment to provide approximately 50% of all needed revenues annually.

### **The Next Executive Director:**

The Patch has been unusually fortunate to enjoy a remarkably stable line of leadership for 109 years. Hence, the Executive Director Search Committee invites applications of highly qualified candidates who bring a steady approach and a commitment to serving in this role for at a sustained tenure of at least five years. Specifically, the Committee is seeking the following:

#### **Qualifications:**

- 10+ years of experience in leadership and management required (nonprofit leadership experience preferred) with a career track record showing stability with an organization
- Bachelor's degree required; Master's degree preferred
- Proven ability to lead strong external relationships with a variety of funders, donors, volunteers, partner organizations, and other stakeholders
- Track record in and enthusiasm for financial management, stewardship and fund development to successfully increase revenue
- Experience working with or reporting to a Board of Directors and a background in building a strong board focused on governance and fundraising
- Proven manager who uses a transparent, collaborative, strategic, and data-driven approach to decision making
- Understanding of the nature and purpose of The Patch with a willingness and ability to work hard promoting its mission and vision and adhere to its guiding principles

#### **Key Characteristics:**

- Goal-driven, people-centered leader with high emotional intelligence and an engaging personal

- style characterized by integrity, compassion, optimism, business-savvy, and loyalty
- Demonstrates a gift for listening attentively and responding effectively
- Strong analytic and versatile problem-solving skills - able to adapt to a changing environment with resilience
- Manage and lead staff through the lens of flexibility; openness to suggestions; transparency; and the ability to resolve and mitigate conflict
- A clear personal commitment to faith and a demonstrated ability to humbly work with Christians and churches from all denominations committed to faith in action

### **Responsibilities:**

#### *Fiscal/ Program Administration and Staff Management*

- Provide strong fiscal leadership to and with the Senior Manager - Finance and Accounting, Board, and Finance Committee to develop an annual operating budget; ensure that the organization operates within budget guidelines and fulfills funder reporting requirements; and maintain consistent reporting on position/outlook
- Oversee risk management issues and ensure that the organization is equipped to serve the youth at all times, with proper staff, compliances and best practices in place
- In collaboration with the Director of Programs, consistently analyze programs to ensure effectiveness and efficiency while also ensuring that staff has the resources and training necessary to provide quality services
- Provide a working environment that attracts, motivates and retains top quality staff members and volunteers through inspiring leadership as well as the outlining of clear and consistent goals and expectations
- Oversee all physical properties ensuring grounds, buildings, vehicles, and equipment are maintained properly, and ensure policies and procedures covering the safety and security of participants, staff, volunteers, and visitors are meeting or exceeding all regulatory standards
- Ensure that the organization has short- and long-range strategic plans and is working from these plans

#### *Philanthropy, Board/ Volunteer Engagement and Community Relations*

- Provide top leadership for philanthropic efforts, maximizing community partnerships and cultivating top donors and community leaders, including development and implementation of fundraising plans that support strategies and priorities adopted by the organization
- Cultivate, manage, solicit, and steward a personal portfolio of top-level individual, foundation, and corporate donors, supported by the Director of Development - Marketing & Support Services
- Work with the Board and senior staff to create philanthropic culture fostering greater Board involvement in fundraising and cultivation, including prospect/donor identification, peer-to-peer outreach, funder meetings, knowledge exchange, and donor stewardship
- Build an engaging relationship with the Board of Directors that is fully transparent, with a focus on supporting their role as leaders in governance and ambassadorship; their efforts for training, growth and optimal performance; and their work on all Board committees
- Communicate effectively and promptly with the Board and serve as the liaison between Board members, staff, volunteers, the community, and other stakeholders
- Expand volunteer roles and opportunities to build upon the existing volunteer base
- Serve as a community leader by building and maintaining relationships with other organizations whose mission intersects with that of The Patch to achieve collective impact
- Act as “the face” of The Patch to the external community in an articulate, passionate and visible manner, articulating the needs of the organization and thereby ensuring strong relationships that enrich the organization, and maintain active membership in professional organizations and

community groups relevant to the work of The Patch

- Create a strong and polished message about the work of The Patch to ensure consistency and strong positioning in the community, with the intentional focus on raising the profile to a Board and wider group of stakeholders and partners

*We see these long-term opportunities for our future Executive Director:*

- Enhance outcomes in safety and well-being among youth and their parents
- Maintain the headquarters of The Patch in Old Louisville, with an eye towards expansion to other neighborhoods
- Identify and implement new metrics to track client outcomes
- Increase and encourage active alumni engagement
- Work with staff, Board, donors, and community partners to confront and help solve: increasing numbers of community members entering poverty; changes in the public school system that could alter curriculum and after school time opportunities; and the continued addiction crisis in our community and its impact on families served

### **About Louisville:**

Louisville, Kentucky has a metropolitan area population of 1.2 million within a region that includes the Ohio River and Southern Indiana to the north and rolling bluegrass farms to the south and to the east. A revitalized downtown includes an entertainment district and riverfront park. A true arts town, Louisville boasts all major performing arts groups and numerous museums with national and international recognition. This busy, growing city is home to several colleges and universities as well as several Fortune 500 and Fortune 1000 headquarters or regional operating locations, including UPS, Ford Motor Company, General Electric, Humana, Yum! Brands (KFC, Taco Bell, Pizza Hut), Brown-Forman, and Norton Healthcare, among many others. Famous for the Kentucky Derby, Louisville is steadily gaining notice for its great parks and historic neighborhoods; low cost of living; vibrant arts and restaurant scene; and nationally renowned collegiate sports teams.

### **To Apply:**

Applicants please email cover letter, resume and salary requirements to **HR@ashleyroutree.com**.  
**No phone calls please.**

The Search Committee, via Ashley | Rountree and Associates, will accept confidential applications until the position is filled. The Committee is looking for candidates who are in a position to start in January 2020, but an earlier start-date in 2019 is possible depending upon the candidates and their availability.

The Patch is an equal opportunity employer that actively seeks diversity in its workplace and offers a competitive executive salary and an excellent benefits package, including relocation assistance.

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