



LEADERSHIP PROFILE

**President & CEO
CARITAS**

Richmond, VA

"We create a safe place to heal and time to rebuild."

The Context

CARITAS, one of Greater Richmond’s largest and most impactful human service organizations, began in the mid-1980s as a small-but-mighty network of congregational volunteers providing overnight refuge for those experiencing homelessness. Incorporated in 1987, CARITAS has evolved into a complex, multifaceted resource that each year serves thousands of people experiencing homelessness and substance use disorders.

Following a highly successful capital campaign, this dynamic nonprofit opened the \$27-million [CARITAS Center](#) at the height of the pandemic. The beautifully repurposed 150,000-square-foot facility brings all the solutions for breaking homelessness and substance use cycles within one modern, inviting home. In design and execution, the Center embodies CARITAS’s commitment to treating all with dignity and grace, offering respite, recovery and renewal while also helping to transform a south Richmond neighborhood.

No wonder, then, that CARITAS is known well beyond its geographic boundaries as a comprehensive, innovative recovery resource.

Karen Stanley, CARITAS’s CEO, has been the organization’s leader and guiding light since 2000. With her planned retirement due to take effect at year’s end, the board of directors has launched the current search for a successor who can lead the organization to even greater impact on behalf of some of the region’s most vulnerable residents.

The Organization

As a nonprofit, CARITAS is a sophisticated and complex business operating at the grassroots, one that is proudly polished and scrappy. With care at the heart of its work, CARITAS models the behavior



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it promotes—a vital factor in its success, given that about a quarter of the staff are alumni/ae of its various programs.

CARITAS offers five core services and programs: More specifically,

- The low-barrier Emergency Shelter is a housing-first program that gives those in crisis immediate shelter and support to ensure their shelter experience is as brief as possible. With separate campuses for men and women, the latter the only one of its kind in Richmond, CARITAS provided nearly 16,000 nights of shelter in 2021 while connecting those in need with relevant community resources.
- [The Healing Place](#) is CARITAS’s long-term residential recovery program for men and women. Peer-driven and peer-monitored, THP offers resources, a supportive community and a home—at no cost—for those healing from substance use disorders. The Healing Place can accommodate 190 men and 140 women.

The men’s program is the longest-running one of its kind in the region, and the women’s program, opened in late 2020, is the *only* such resource locally. Last year, CARITAS provided 44,000 nights of recovery shelter and over 100,000 hours of recovery education to program participants. Nearly 70% of THP alumni remain sober a year after completing the program, well above national averages.

- [Recovery Residences](#), CARITAS’s newest program, provides safe, affordable housing for men and women recovering from a substance use disorder as they transition to self-sufficiency. There are 77 beds in the Recovery Residences, in addition to 21 transitional beds for women and 26 for men.
- [Works](#) is CARITAS’ five-week, 160-hour job-readiness and life skills development program for those facing special barriers to employment.

88% of those who complete the program find employment, usually within 30 days.

- [The Furniture Bank](#), also the only such entity in the region, works each year with more than 80 partner agencies to provide furniture and other household essentials to some 700 families coming out of a housing crisis.

CARITAS is governed by a 19-person [Board of Directors](#), representing a wealth of leadership experience in business, the professions, academia and community service. Many board members have direct family experience with addiction and recovery.

In 2022, CARITAS formed a [Junior Board](#) comprising emerging Richmond-area who support CARITAS's programs while gaining exposure to nonprofit governance.

CARITAS's operating budget for 2023 is about \$7.5 million. The organization has a full-time staff of 50 and a similar number of part-time employees. The contributions of these highly committed individuals are augmented by thousands of volunteers and program partners supporting the work in material ways.

For further information on CARITAS, please visit the organization's extensive [website](#). A useful summary: *Impact Report for 2021*, available [here](#).

The Mandate

Any organization about to experience its first change of CEO in over two decades faces special challenges and opportunities.

The care and courage that permeate an organization committed to "serving the hardest to serve" are sources of great pride throughout the organization. The board and staff are committed to leveraging the momentum and goodwill developed over many years, and yet they recognize that with organizational



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growth and maturity come new needs and expectations. Accordingly, the new CEO must leverage CARITAS's long-standing commitment to excellence and impact with the financial support, operating systems and balanced staffing required by its ambitious strategy.

Among the priority challenges and opportunities ahead:

- **Complexity.** In design and execution, CARITAS is an unusually complex organization. The challenges facing those experiencing addiction and homelessness, the depth and breadth of program offerings, and even the financial structure of the CARITAS Center deal suggest the deft hand required.
- **Financial sustainability.** CARITAS enjoys broad support in the community, its revenue streams are as diverse as the people it serves, and the recent capital campaign was a solid success. CARITAS routinely operates at break-even or better, but excellence is expensive. Add to that the appetite for even greater impact and the potential for expansion of CARITAS's services, its operating footprint or even the participants in its programs, and the need for a level of sustained financial development not previously attempted becomes clear.
- **Relationships and community.** Externally, the incumbent CEO is the face of the organization, a role she has played with gusto and great effect. Going forward, it seems prudent to expand the opportunities for strategic partnering as well as the group of CARITAS leaders charged with nurturing those partnerships. The ultimate responsibility for the most critical relationships will always rest with the CEO, but the current talent portfolio is strong. As other team members step up and step out, the opportunity for new or enhanced relationships is very real.
- **Organizational development.** Internally, CARITAS and its people are stretched, select departments are under-resourced, and there is

rarely a buffer of time or money. The staff are exceptionally motivated and committed, but like many coming out of the pandemic, they are also tired.¹ Purposeful attention to the CARITAS family could have outsized benefits in various ways, whether the topic be a living wage, professional development, succession planning or opportunities for cross-training.

CARITAS is committed to building an organization that is strong, diverse, equitable and inclusive. Somewhat unusual for a human services nonprofit, the board of directors is more diverse than the leadership team is. Ensuring opportunities and resources are allocated properly is a continuing challenge, as is the development of a culture and pipeline for professional development that ensures inclusivity across all programs.

- **Governance.** A resetting of the board/CEO dynamic is inevitable after a transition from a successful, long-serving CEO. The new CEO will find the CARITAS board ready for new forms of involvement. The board has no intention of crossing the line from governance to management, but it would welcome fuller engagement in the rich array of challenges and opportunities ahead.

Earlier this year, CARITAS developed a strategic framework for the next three years that addresses these and other issues of note comprehensively. Supporting that strategy is a rebranding effort underway that will ensure CARITAS’s messaging communicates its real impact most effectively.

¹ Most of CARITAS remained open throughout the COVID-19 shutdown, a necessity given the vulnerability of many program participants.



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The Relationships

<p>The President & CEO reports to</p>	<p>The CARITAS Board of Directors</p>
<p>And manages through a three-person leadership team</p>	<ul style="list-style-type: none"> • Chief Operating Officer • Chief Financial Officer/Director of Human Resources • Chief Development Office
<p>While nurturing relationships with</p>	<ul style="list-style-type: none"> • Board of Directors • The Junior Board • An extensive array of program partners, and a rich set of donors, volunteers and community supporters • Peer leaders and organizations in the Greater Richmond area • Regional and national organizations and leaders relevant to CARITAS’s work

The Location

CARITAS is based in newly repurposed quarters in south Richmond, Virginia, a short drive from downtown.

Richmond is a vibrant city with a strong sense of community, rich in cultural, educational and recreational resources. The city’s complex racial history has received much attention in recent years, and Richmond has made material progress to promote a more inclusive community.

According to [Homeward](#), the planning and coordinating organization for homeless services in Greater Richmond, Richmond’s homeless rate tripled during the pandemic. The opioid crisis has hit the region hard as well. Because of the uptick in opioid-related deaths, the Richmond City Council declared a public health crisis this past February. Much as CARITAS would like to work itself out of business, the demand for its services continues unabated.

The Candidate

The ideal candidate to lead CARITAS will be a leader experienced in the intricacies of delivering place-based services to those experiencing homelessness and addiction with care, consistency and respect. A demonstrated ability to develop and lead a significant team of gifted, committed performers is essential, as is the proven ability to sustain and strengthen the broad financial and community support such an operation requires.

Experience with addiction or homelessness, whether lived or professional, would be highly additive. The search committee does not require the next CEO to be a subject-matter expert, and it welcomes interest from prospects who have demonstrated exceptional leadership and impact in other environments of comparable complexity. However, it is essential that the CEO embody both the soul and science behind CARITAS's work.

Among other assets, the search committee will be seeking the best possible combination of the following experiences, values and characteristics:

Competence: The most appealing candidates will be...

- A leader with the business and people savvy to lead a significant nonprofit supporting people in distress with dignity and compassion
- A proven leader with the experience and maturity to succeed an iconic CEO
- A natural communicator and coalition-builder for whom relationships and community connections are natural assets
- An outward-facing leader who embraces the sustained financial support essential to maintain and enhance CARITAS's exceptional programs; a CEO who will ensure CARITAS's strategy and structure are aligned to deliver that support from an expanding array of stakeholders
- A leader emphatic about developing the full potential of colleagues and program participants alike
- A board-savvy and financially astute manager comfortable with both strategy and execution
- A thoughtful and planful CEO accustomed to accountability—for people, programs and oneself
- A leader whose decisions are data-informed but people-centric



CARITAS Center
2220 Stockton St.

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We seek a CEO who exhibits integrity, transparency and deep-seated respect for the people we serve and the people we are.



- An innovator who models the value of continuous learning and improvement

Culture: We seek a CEO who exhibits....

- A growth mindset—intellectually, programmatically and financially; someone who honors past successes while taking the smart risks a bold future requires
- Integrity, transparency and deep-seated respect for the people we serve and the people we are
- An inclusive, inviting leadership style that reflects an infectious passion for the mission and a tenacious commitment to excellence
- The power of connectivity among staff and departments aligned in pursuit of shared goals
- The willingness to challenge the status quo without devaluing the power of proven approaches
- The power of diversity, in revenue streams and management teams.

For potential consideration or to suggest a prospect, please email

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or call **Diane Westmore** or **Sam Pettway** at 404-BoardWalk (404-262-7392).
