



TACOMA  
**COMMUNITYHOUSE**  
EDUCATION EMPLOYMENT IMMIGRATION ADVOCACY  
SINCE 1910



# TACOMA COMMUNITY HOUSE

## Executive Director Position Profile



For 109 years, Tacoma Community House has empowered immigrants, refugees, and other community members in the South Puget Sound to achieve their personal and professional goals.

Tacoma Community House can help teach clients English, prepare for GED® tests, overcome employment barriers, navigate the immigration system, or access resources as the victim of a crime.



Search conducted by Hagel Executive Search  
© Hagel Executive Search 2019. All rights reserved.



# TACOMA COMMUNITY HOUSE

## Executive Director Tacoma, WA

Tacoma Community House (TCH) presents a truly unique opportunity for a skilled and talented nonprofit executive director to lead services to our immigrant and refugee community through a most challenging time in their lives. TCH is the major organization serving immigrants and refugees between Seattle and Portland, OR. With its four core program areas of Education, Employment, Immigration Services and Crime Victim Advocacy, TCH provides a path for our new neighbors to build their lives in America.

The Executive Director will work hand in hand with the 22 member volunteer Board of Directors and the 50+ TCH staff to continue to shape the vision, mission and programs that will carry TCH into the future. TCH's 2017 revenues were \$4.2 million. More than 3,566 clients received direct services in 2017. More than 74% of those clients were born outside the United States.

TCH will move into a new building in late 2019 that has been funded through a major capital campaign and tax credit financing. The new building will provide double the capacity of program space that currently exists. Wide community and public support has made it possible. It will also provide much needed community space in the Hilltop area of Tacoma while providing significant new opportunities for exposure and collaboration.

Tacoma Community House has been a catalyst for immigrants for more than 109 years. Its rich history and the richness of the people it has served have helped make Tacoma the wonderful and diverse community it is today. The new Executive Director will have the opportunity to help shape that richness long into the future, while honoring the past.



## HISTORY

Tacoma Community House opened its doors on January 10, 1910. Built as a Settlement House to serve Tacoma's Italian and Scandinavian communities, it evolved with the neighborhood's changing needs and became a prominent center for immigrants of all backgrounds.

Tacoma Settlement House had its "soft start" in 1907 when the Home Missionary Board of the Methodist Church saw that Tacomans did not have a place where their children could gather for lessons, entertainment, and play. The Church appointed a committee to organize this missionary work, and in turn, the committee raised enough money to rent a house at 1316 South M Street.

By 1913, two Methodist deaconesses — Miss Chayer and Miss Branning — worked full-time to offer songs, stories, crafts, and other activities for the neighborhood's girls. When they outgrew the space and rented a larger house next door (1320 South M Street), they expanded their programming to include activities, clubs, and interest groups for girls and boys. Then adults, too.

The organization changed its name to Tacoma Community House in 1922 and continued to develop new services as community needs shifted.

In 1923, the agency began offering English classes to newly-arrived Filipino immigrants and workshops for immigrants who needed to get their citizenship papers. TCH achieved many "firsts" during this prosperous time — from organizing Tacoma's first baby clinic and kindergarten class, to hiring the city's first African American teacher.

TCH has contributed to the livelihoods of nearly every ethnic group that has called Tacoma and the South Puget Sound "home." From Southeast Asian refugees displaced by war in the 1960s and 70s, to today's greater numbers from Mexico, Vietnam, Ukraine, and Moldova, TCH aims to be a Welcoming Home for all.

[www.tacomacommunityhouse.org](http://www.tacomacommunityhouse.org)



## MISSION & VISION

### MISSION

Tacoma Community House creates opportunities for immigrants and other community members in the Puget Sound region through comprehensive services focused on self-sufficiency, inclusion and advocacy.

### VISION

We are a pathway to change leading to generations of self-sufficient people and a region welcoming of immigrants and refugees.

# Tacoma Community House Strengths, Focus and Opportunities



## Strengths:

- TCH is the major organization serving immigrant and refugee populations between Tacoma and Portland with education, employment, immigration and crime victim advocacy services
- TCH's commitment to quality, innovative programming has garnered very strong community support over the years
- Staff members are highly skilled, caring, empathetic professionals working as a team to provide wrap-around services to clients
- TCH has demonstrated its ability and flexibility to serve new immigrants as their needs change
- TCH actively engages in collaborative efforts with other nonprofit and government service organizations to expand its reach and impact



## Initial (First 18 months) Focus for the ED

- Develop strong, transparent, trusting relationships with Board members, staff members, community leaders, partners and public officials to ensure a smooth leadership transition
- Assist capital campaign committee in finalizing the building campaign
- Build on a culture of respect, trust, diversity, equity and inclusion that will attract, develop and retain highly skilled and committed staff
- Become conversant with TCH's finances, tax credit building financing, programs, people, processes, culture and work climate



## Longer Term Challenges & Opportunities

- Ensure TCH services continue to be relevant to the needs of immigrant populations
- Reach out to the community for innovative, effective collaborations that will enhance services to immigrant communities
- Position TCH as thought leader on meeting immigration needs in a changing political environment
- Develop new funding strategies to ensure sustainability of TCH over the long term
- Continue to effectively manage the tax credit financing for the new building

# THE POSITION



## AUTHORITY & REPORTING

Reporting to and working closely with the Board of Directors, the Executive Director is responsible for carrying out the strategic direction of TCH. The ED is the chief spokesperson with a strong focus on advocacy, communications, and relationship building. The ED has ultimate responsibility for day to day management and administration, finance and operations, community and partner relations, and grant and philanthropy development within the policies established by the Board of Directors.

## WORKING RELATIONSHIPS

The ED is expected to interact with the following on a regular basis. Teamwork and a professional public presence are essential.

- TCH Board of Directors members
- TCH Staff at all levels
- Immigrant community leaders
- Current and future funders and donors
- Program participants
- Locally elected government leaders from cities to the federal level
- Media
- Business and community leaders
- Volunteer and staff leadership in collaborative or partner programs

## DESIRED QUALIFICATIONS

- Bachelor's degree required. Master's degree preferred
- Strong business and financial acumen
- Demonstrated experience and commitment to the principles of diversity, equity and inclusion
- Seven plus years in senior management role in a complex, similar organization
- Demonstrated ability to empower, mentor, motivate and engage staff members at all levels
- Successful experience working with a volunteer board of directors



## COMPENSATION & BENEFITS

An excellent salary and benefit package will be provided for the candidate with the right background, skills and success

## REQUIRED PERSONAL ATTRIBUTES

The ideal candidate will exhibit the following personal talents and attributes:

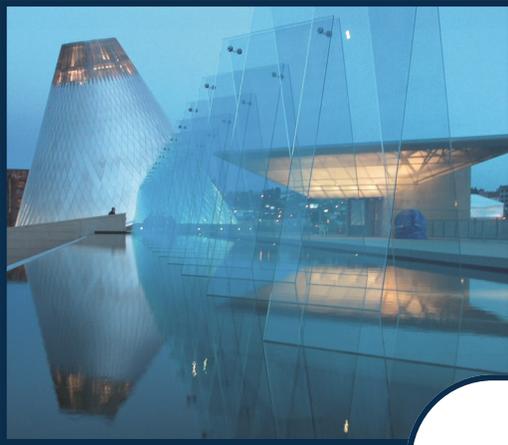
- Accessible and approachable
- Collaborative
- Committed to diversity, equity, inclusion, and social justice
- Creative problem solver - Able to view issues from multiple perspectives
- Politically astute
- Energetic
- Impeccable integrity
- Innovative
- Inspirational
- Outstanding communicator; skilled listener
- Positive demeanor
- Relationship builder
- Self-confident, appropriately assertive
- Sense of humor
- Strategic thinker
- Visionary



## BEHAVIORAL & PROFESSIONAL COMPETENCIES

The ideal candidate will exhibit the following behavioral and professional competencies:

- Accountability – Follows up and holds employees accountable for completion of assigned work
- Coaching Effectiveness – Instructs others so they learn and develop skills needed to achieve objectives
- Delegating – Thinks and plans to assign workload to subordinates proactively rather than reactively
- Goal Setting – Establishes and achieves challenging goals through ambition and execution skills
- Leadership Effectiveness – Achieves with distinction, perseveres despite resistance, and influences others
- Managing Relationships – Establishes effective working relationships; willingly and skillfully manages conflicts
- Problem Solving – Assesses situations and envisions solutions which meet the organization's unique needs
- Relationship Building – Displays strong human relationship building and interpersonal abilities; builds strong rapport with others that results in collaboration and trust
- Self-Awareness – Displays self-knowledge of strengths and needs to identify resources where there are gaps
- Strategic Thinking – Develops broad, long-ranged objectives and plans that meet contingencies
- Resiliency – Reacts to stress in a balanced manner as needed to sustain performance levels
- Supervising – Marshals resources to get things done effectively and efficiently
- Time Management – Effectively uses time so priority issues receive appropriate focus and effort



## LIVING & WORKING IN TACOMA, WA

Tacoma Community House is located in beautiful Tacoma, WA. Surrounded by mountains and water, the Pacific Northwest features picture-perfect views and abundant recreational opportunities year-round. Drawing families to its charming neighborhoods with big city amenities, true urbanites are drawn to downtown Tacoma for its living spaces with sweeping mountain, city and water views. Environmentally progressive, tech-savvy, artistic, festive and surrounded by water and stunning mountain views, this unique, vibrant and personality-rich city will delight each of your senses.

Tacoma and the Pierce County area is a great place to live, visit and do business. The area is home to a diverse population of nearly 800,000 people. Whether you're looking for economic opportunity, cultural events or educational excellence, you'll find it—and much more—in Tacoma.

The city is also home to nationally known educational institutions such as the University of Washington Tacoma, the University of Puget Sound, Evergreen State College Tacoma campus, local community and technical colleges, and nearby Pacific Lutheran University. Many globally-recognized organizations are headquartered or have major facilities in the Northwest including: Boeing, Microsoft, Google, Amazon, Facebook, State Farm Insurance, BNY Mellon, Columbia Bank, Key Bank and many others. The entire Tacoma waterfront and Point Defiance Zoo and Aquarium are undeniably highlights to individuals and families living or visiting the area. Just a quick 45-60 minute drive to Seattle will allow you to root on national sports teams such as the Seattle Seahawks, Seattle Mariners Baseball Club, Sounders FC, Seattle Storm WNBA and the Thunderbirds hockey team.

Although the Pacific Northwest is known for its rain, Tacoma actually is far from one of the wettest cities in the United States. Rain jokes aside, Tacoma boasts gorgeous mid-70 to 80 degree summers. Mild winters occasionally see a few days of snow. Within about 45 minutes you can reach the perfect destination for snow and water sports, plus golf, hiking and camping.

For more information on living in Tacoma go to [www.cityoftacoma.org](http://www.cityoftacoma.org).

Coming Fall 2019!



## TIMING AND APPLICATION

### APPLICATION AND SELECTION PROCESS

Interested people are encouraged to apply ASAP. It is anticipated that final candidate interviews will be held the week of March 25, 2019 with a decision made shortly thereafter.

**To register as a candidate or view the most current timeline, please go to:**

<http://www.hagelsearch.com/TCH>

All submissions will be acknowledged and will be held in strict confidence. Finalists for the position will be required to participate in a behavioral and critical thinking assessment. These assessments, delivered in two separate sessions, are web-based, take about 45 minutes each, and help match the candidate's traits with the desired traits detailed above. All results are held strictly confidential.

#### Contact Information

For further information please contact: Frank Hagel (253) 572-2439 x304 or Marcia Walker (253) 572-2439 x310. Or email: [frank@hagel.net](mailto:frank@hagel.net) or [marcia@hagel.net](mailto:marcia@hagel.net). DO NOT submit your application to these email addresses.



### EQUAL OPPORTUNITY

Tacoma Community House's policy is to treat every staff member with dignity and respect and to comply fully with the Equal Employment Opportunity Commission. In support of these policies, Tacoma Community House does not tolerate harassment against any staff member, client, volunteer or applicant by any other employee, regardless of position or status, on the basis of sex, marital status, race, color, creed, age, religion, national origin, sexual orientation, gender identity or disability.