



DOING THE  
MOST GOOD™

**The Salvation Army**  
DFW Metroplex Command

**EXECUTIVE DIRECTOR  
FOR SUPPORTING AND PROFESSIONAL SERVICES**

**THE OPPORTUNITY**

The DFW Metroplex Command is The Salvation Army's largest operation of its type in the United States and includes five counties, 400 employees, 33 officers, and a budget of \$46 million. Programs are managed by ordained, uniformed ministers who have committed their professional lives to the organization. The Executive Director role is a lay staff ("civilian") position that was established more than ten years ago to manage four key functions – Fund Development, Marketing & Communications, Program Services, and Management Services – thus providing centralized administrative support to all operations within the five-county region. The Salvation Army seeks a highly accomplished executive from the business or non-profit arena who will provide leadership for an extensive range of programs and services offered by the Army, manage a group of about 70 support employees, develop business solutions to meet a variety of needs, and act as a voice of the organization in the Metroplex.

**The Organization**

The Salvation Army has its origins in London in 1865. Founded by William Booth, a Methodist minister and his wife, Catherine, the organization began as a small, evangelical Christian mission and has since grown to become a world-wide ministry providing human services to over 30 million people annually in 126 countries. The mission statement of The Salvation Army is as follows:

*The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.*

Through a vast array of programs and services across the United States and abroad, Army employees and volunteers work tirelessly in supporting and ministering to individuals from all walks of life, giving comfort, support, fellowship, and hope. One of the most well-known charities in the world, and particularly distinguished for its responsiveness and efficient utilization of resources, The Salvation Army maximizes contributions nationwide by using 83 cents of every dollar donated for direct services for people in need.

The DFW Metroplex Command serves Dallas, Tarrant, Collin, Denton, and Ellis counties. It is the largest Salvation Army Area Command in the United States with a staff of 400 and a \$46 million budget. With multiple facilities across five counties, the Command operates:

- Four homeless shelters
- Two voluntary substance abuse programs and two court-ordered programs
- Twelve corps community centers
- One community service center
- A domestic violence shelter
- Two apartment buildings for senior citizens
- Twelve thrift stores
- Two Christmas Assistance & Disaster Centers
- Eight mobile emergency disaster vehicles

The organization's last long-range plan, completed in 2012, resulted in a restructuring of all phases of the operation into four key departments: Program Services, Management Services, Fund Development and Marketing & Communications. These areas encompass respectively the delivery of social services programs, the centralized provision of basic administrative functions (such as accounting and finance, purchasing, property management, and human resources), and fundraising and communication efforts.

An outcome of the first long-range plan in 2002 was the creation of an Executive Director (chief operating officer) position to manage and oversee day-to-day support operations in the DFW region. This structure leverages financial resources within the region; provides a level of consistency among services and programs; enables the 22 individual operating units to take advantage of subject-matter experts in programs and services, fundraising, and finance and facilities management; and maintains leadership continuity when there are changes in officer personnel, which occur approximately every three to four years. Creating a centralized infrastructure has allowed the field entities to maintain a good level of autonomy in their daily operations while effectively responding to local needs in their respective communities.

The DFW Metroplex Command recognizes that an enterprise of this size and scope requires administrative expertise and direction to complement and support the talents and abilities of the officers and their staffs. The Army benefits from the involvement of a large and dedicated Advisory Board, comprised of over 90 civic leaders who lend their time and talents to the overall management of the organization. The members of the Advisory Board serve on a variety of committees in the areas of program services, business services, resource development and marketing & communications. In this capacity, they provide advice and counsel regarding key decisions for the organization and participate in strategic planning for the future to ensure that

The Salvation Army is successfully positioned to meet increasing human needs as the population continues to grow.

The organizational model described above was launched in 2003 with the hiring of the DFW Metroplex Command's first Executive Director. Since its inception, the staff has grown from 12 to 70 employees at the administrative offices, with a corresponding budgetary increase from \$18 million to \$46 million. Based upon the success of this structure in the Metroplex, Commands in Atlanta and Washington, D.C., have replicated the model, and The Salvation Army's Los Angeles division is following suit. After successfully serving in the role for seven years, the first Executive Director accepted a position as chief executive officer of another non-profit organization, the second Executive Director has moved on to other endeavors, and a search is underway to find an accomplished executive to build upon the processes, systems, and programs already in place as well as to lead the DFW Command in new directions in response to emerging needs.

### **Responsibilities**

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Reporting to the DFW Metroplex Commanders, Major Ward Matthews and Captain Michele Matthews, and working closely with the Advisory Board, the Executive Director will have overall responsibility for the management of Supporting and Professional Services for the five-county region. Through supervision of the Program Services, Management Services, Marketing & Communications and Fund Development departments, this individual will promote consistency throughout the organization's operations, ensure budgetary and financial accountability, and oversee the development and implementation of all programs and projects. Duties will include:

- Reviewing and evaluating the full range of existing programs and services for appropriateness, efficiency, quality of service, consistency, and cost-effectiveness.
- Overseeing the development of annual operating budgets, implementing cost control measures, and ultimately assuming financial accountability for the region.
- Working closely with the Advisory Board to help guide the strategic direction of the Command, thus ensuring that services and programs meet the needs of the various Metroplex communities.
- Developing and implementing short-range and long-range plans, goals, and objectives.
- Recruiting, developing, motivating, and retaining talented and committed individuals for staff and volunteer positions within the organization.
- Serving as a voice for The Salvation Army with external constituencies, developing relationships with and articulating the agency's mission to community leaders and potential donors, forging partnerships with other key local organizations, and otherwise supporting fundraising and marketing efforts.

- Conveying the Army's mission and ministry as communicated by The Salvation Army's Mission Statement.

## **Candidate Qualities**

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### Leadership

- A leader who inspires others through intellect, creativity, personal warmth, and compassion.
- A diplomatic and tactful individual who leads through influence and collaboration rather than by depending solely upon the power of his or her office.
- A creative and forward-looking strategic thinker who will ensure that all of The Salvation Army's programs fulfill the organization's mission and meet community needs in the DFW Metroplex.
- An engaging and accessible person who is genuinely respectful of people from all walks of life.
- One who leads by example through hard work and an inner drive for excellence.
- An executive whose life and behavior consistently represent the Mission Statement and values of The Salvation Army.

### Experience

- At least ten years in senior management positions of increasing responsibility in a non-profit or for-profit organization.
- Ideally, experience managing a centralized function that provides support services to decentralized operations.
- A successful track record in budgeting and financial management; directing operations; strategic planning; and establishing and revising policies, procedures, and systems.
- Experience working collaboratively with an active and influential board and other involved constituents.
- Background establishing relationships with community leaders and engendering support for a cause.

- A history of promoting a mission and being an important “face” of an organization in the community.
- Preferably, strong familiarity with the DFW Metroplex and its various populations.
- Ideally, a successful track record in fundraising – including experience in capital, endowment, and annual operating fund campaigns – as a volunteer or professional.

#### Skills and Knowledge

- Excellent interpersonal, communication, and negotiating skills.
- Understanding of The Salvation Army’s mission, philosophy, and core values.
- Strong business sense and financial acumen.
- Skilled in managing a large group of employees and volunteers, including delegating effectively while retaining accountability.
- Familiarity with board dynamics and operations and the ability to deal effectively with influential volunteers.
- Knowledge of marketing, public relations, and customer service.
- Skilled in multi-tasking and project management, particularly in areas over which one lacks direct authority.
- Ability to inspire and motivate others through one’s enthusiasm, personal standards of excellence, and dedication to mission.

#### Personal Attributes

- A person of unquestioned honesty and integrity who honors commitments and deals with people in a straightforward fashion.
- An individual whose life and actions bring honor upon the beliefs expressed in The Salvation Army’s Mission Statement.
- One who is passionately committed to The Salvation Army’s mission and enjoys working with a variety of external constituents.
- Open, welcoming, engaging, and accepting of people from various backgrounds.
- An unpretentious and service-oriented executive who demonstrates respect and sensitivity when dealing with others.

- Flexible and able to adapt to changing needs.
- A polished and self-confident leader who displays finesse, compassion, maturity, and insight.

### **Other Considerations**

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<u>Compensation:</u>	Commensurate with experience and prevailing market conditions.
<u>Travel:</u>	Light to moderate.
<u>Education:</u>	Bachelor's degree required at a minimum with extensive experience in similar positions; preference will be given to candidates with advanced degrees at the Master's level and above, who have experience in like roles.
<u>Geographic Preference:</u>	Strong preference for a person who has lived and worked in North Texas.
<u>Website:</u>	<a href="http://www.salvationarmydfw.org">www.salvationarmydfw.org</a>
<u>Candidates May Now Be:</u>	Professionals in a comparable position in a large, complex not-for-profit organization.  Individuals currently in a for-profit organization in a management role providing administrative or logistical support to decentralized operating units.  Corporate executives with applicable skills and knowledge who seek a career change to public service.

For more information, contact:

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