

ResWA Leadership Next Steps

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Stability & Sustainability

Over the last several years, Resolution Washington (ResWA) has been steadily expanding its internal infrastructure in order to strengthen our centers' collective strategy and cohesion. A moment has arrived now in which ResWA needs to grow further, by placing paid leadership in the position of Interim Executive Director (IED), as a means to set the stage for the association's next chapter. Even prior to being tasked with launching the Eviction Resolution Pilot Program (ERPP), ResWA was growing. However, with ERPP, the collective leadership structure has been stretched to its seams, seeking to balance cohesive decision-making amongst the director members with timely, informed responsiveness to requests and concerns from state partners. The growing and changing needs before us also include being aware of and ready to address some significant areas of risk that ResWA is facing in the months ahead, related both to ongoing statewide funding for core services and our capacity and credibility to step up to significant statewide needs such as ERPP. For the long-term success of every center, ResWA must step up to the current moment where our individual and collective future is at stake.

Dedicated paid leadership is essential in that it can provide:

- Stability- for maintaining the significant growth in statewide visibility of ResWA, members centers, and core operating funds; and,
- Sustainability- for the hard-won strategic partnerships that have invited collaborative programming as well as further growth in funding.

What's Needed Now:

While I wholeheartedly believe that ResWA has reached the developmental stage of needing paid leadership, my long-term interest is NOT to be the Executive Director. My proposal of support as Interim Executive Director (IED) at this time, is due to my interest and concern in ResWA's ability to create stability and sustainability for the long-term in this pivotal year ahead.

As a specialist in nonprofit management, I have applied my graduate degree training to my 25+ year career in this sector. Having done this work from the stage of nonprofit start-up to development for organizations with \$5M+ budgets, and having held graduating levels of responsibility and leadership, I know that I have the essential understandings and framework to effectively steward the association into its next chapter.

As a member of the NAFCM State Association Committee, I am already connected with, supporting and learning from the leaders doing this work in other states. Resolution Washington is not alone on this journey and there is both wisdom and support available to us in this time. I recognize the value of leaning on such a network and will leverage that opportunity for our collective benefit.

As the Co-President that advocated for and stewarded the onboarding of our first administrative support staff person, who has grown into our Association Manager, I have envisioned and contributed to the evolution of ResWA's internal structure as we reach to meet ever larger shared goals. I have partnered with my peers across the state to adjust to the changing demands of our centers while seeking to preserve what makes our network such an especially connected and collaborative one. I recognize and will emphasize the value of our relationships as a source of strength as we continue to adapt to our changing needs.

As the director of the center located at the seat of our state's government, I am well positioned to maintain and strengthen relationships with the Governor's office, the Legislature, and the many state agencies and statewide partners that are located in the Olympia area. Recognizing that relationship stewardship is a collective responsibility, I will work to amplify the talents of many within our highly capable team, including the volunteer Co-Presidents, the Statewide Relationship contractor, our lobbyists, as well as our Association Manager.

As a director that has successfully transitioned my center from its founding director to its next generation leader, with sustained growth and increasing capacity, and that has also served in positions of leadership both at the state and national level, I am affirmatively responding to this request to step into this temporary role of Interim Executive Director for Resolution Washington. I offer not more than one year in this role, seeking to spend that time preparing the organization for its next version of leadership, without interest or intent in seeking that role for myself.

My Offer:

In order to feel that I could support the statewide need, in support of my center's interests and not to the detriment of it, I have offered the following proposal parameters to ResWA:

Role Focus:

- As IED, I will be the primary externally-focused lead for ResWA, addressing in partnership with Co-Presidents oversight of and response to any issues arising that affect statewide goals, including core service support and special programs such as ERPP;
- As IED, I will coordinate with Co-Presidents and the Executive Committee on strategic goals, noting that there is an immediate imperative to create clear authority in line with responsibility for this role, so that the intention of this effort may be successful;
- As IED, I will play an integral but not solely responsible role in the jointly supported ResWA relationship stewardship effort on partnerships arising from Legislative, Housing, POC and RP Committees and interests, working closely with the Strategic Relationship consultant and others, as noted above;
- I will work closely with the Association Manager on the more internally-focused efforts to ensure that ResWA is creating a clear pathway for member centers to align in our

shared interests, offerings and commitments to our communities and the state, with the creation and usage of supportive measures for RCW alignment assessment, program prioritization, operations health, and financial sustainability; &

- Working closely with the Association Manager, I will advance the organizational structure evolution, including assisting committee chairs to grow in their empowered roles with committee charters as well as clear responsibilities, authority and autonomy, all of which support the associations' strategic goal implementation and operations.

ResWA Committee Contributions:

- I will step down from the role of Restorative Practices Committee chair, while remaining involved in the Committee's work;
- I will continue to contribute to the Legislative and Housing Committees, and will join the POC Committee, as has recently been requested; &
- As IED, I will participate in both the Exec and Steering Committee meetings.

Interim Role Fulfillment:

- I will make between 24 and 30 hours per week available for ResWA focus, as determined by need, particularly during legislative session;
- Rather than my becoming an employee of ResWA, the association will be invoiced based on hours worked; &
- Regardless of how much I contribute, ResWA will also be invoiced for a .75 FTE administrative role, which will make it feasible to operate in a reduced internal capacity at the DRC of Thurston County.

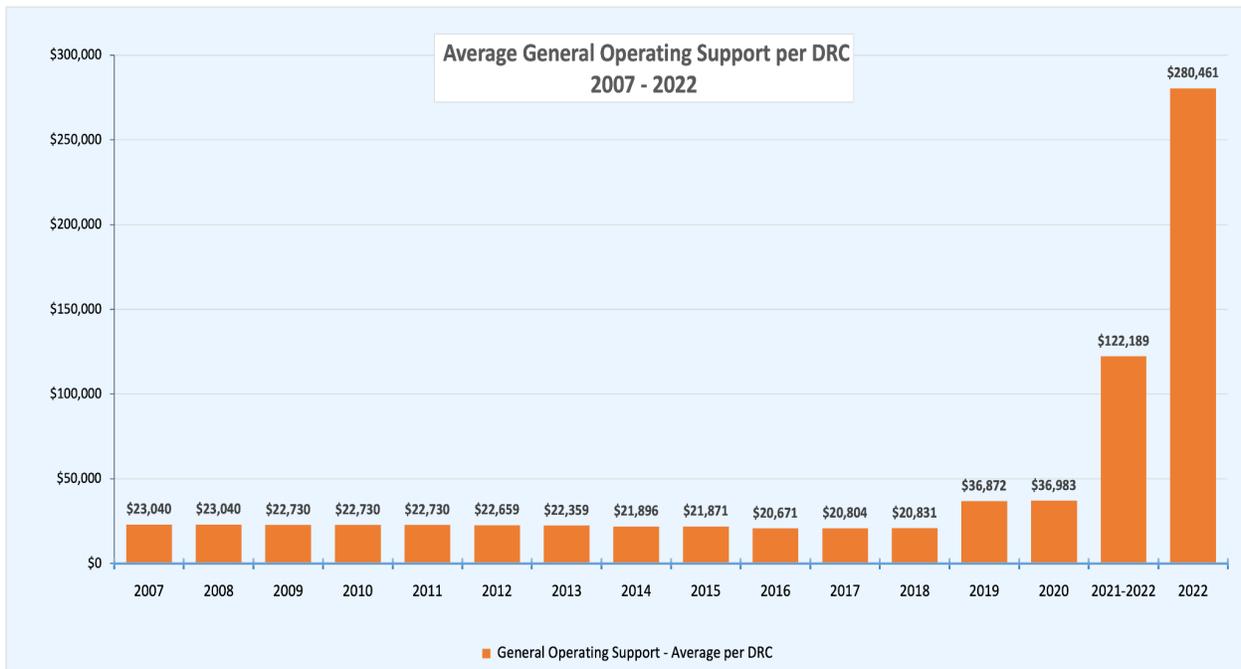
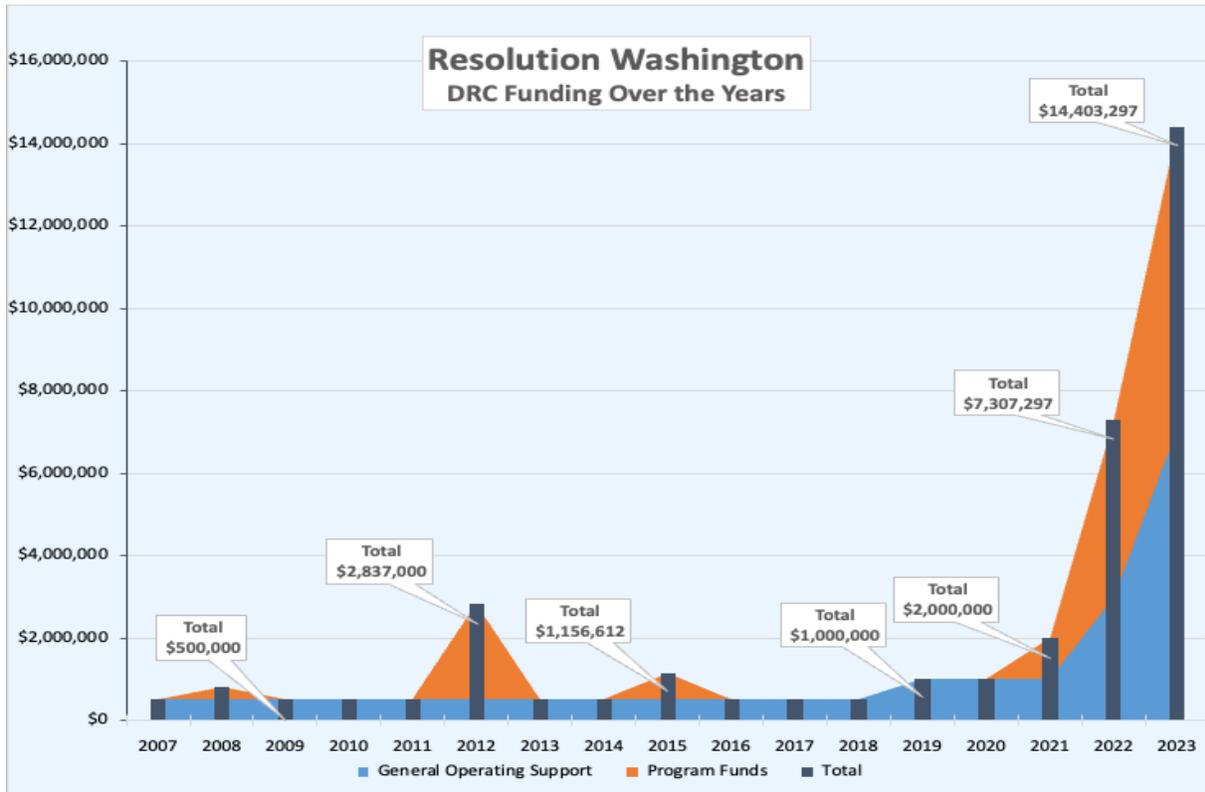
My Internal Capacity at the DRC:

Of course, ResWA's future directly impacts the future of the centers, including the DRC of Thurston County. ResWA's needs and our DRC's needs are aligning in this moment and any subsequent next steps that are taken. Already, the DRC's Leadership Team (LT) has been transforming, becoming more empowered to share leadership of the organization's programs and operations. The most recent refinement around responsibility, authority and autonomy allows me to invite in greater support, develop deeper trust and make myself less central to decision-making. Rather than being a central sun at the DRC, I aim to shift to being more of a guiding star. I am becoming less directive and more consultative, keeping us all focused on our vision and strategic direction. I see this as a growth imperative, necessary in our collaborative leadership evolution, regardless of whether or not I step into statewide leadership.

Center Status:

My six years at the DRC of Thurston County demonstrate a strategic progression in our center's stability and sustainability. In the lead up to the retiring of the DRC's founding director, the Board of Directors created a vision for a next generation leader that would bring nonprofit business management expertise to bear, in order to grow the organization to the next level. Over the last six years, the DRC has grown in its organizational stability, program capacity and community impact. Our budget has gone from roughly \$350k to over \$1M. Our staffing has changed from six mostly part-time staff to 15 staff totaling 12.85 FTE. Our community

collaborations are visible and strong and our funding at the state level has grown more than tenfold of what they were in the years prior for core services. (see graphs below)



What to Expect Locally:

As ResWA wishes to proceed with my in the IED role, the following additional parameters will be put into place at the DRC:

- I will reduce the number of Board Committee meetings that I attend, but will continue to support the full board, with the assistance of the Administrative Manager;
- The total funds brought in via ResWA will cover the new position while also supporting the implementation of a raise for all Leadership Team members (seeking to create more internal equity on the team), beginning 10/1, separate from any new increases made within the upcoming new budget year;
- I continue to support the Leadership Team with ongoing weekly group check-ins and drop-in hours, and the team supports each other by having go-to LT buddies to strategize and make decisions with on a weekly or as needed check-in basis; &
- Leadership Team members will use the year ahead to continue growing into their empowered roles in relation to their responsibilities, authority and autonomy, all of which supports any future succession planning (no departures are planned at this time).

At this time, the full Board of Directors is on board with this plan, as is the Leadership Team. All staff will be informed at the all staff retreat on 9/13/22 and then we will share a volunteer-specific communication, with an invitation to an info-session later in the month.