

REDF's Farber Fellows Program

The Next Generation of Social Entrepreneurs

Farber Fellow at Community Housing Partnership (CHP)

Position: Farber Fellow: Business Strategy and Operations, Community Housing Partnership

Reports to: Community Housing Partnership Executive Director

Posting Date: January 20, 2010

Closing date: February 5, 2010 or until position is filled

The Farber Fellowship, a one-year position, will provide strategic support to the development and growth of the current social enterprises operated by CHP Enterprises (CHPE). The Fellow will lead the expansion of all of CHP Enterprises' existing business lines within the Bay Area. Additionally, the Fellow will assist in efforts to replicate CHPE's front desk staffing business outside of the Bay Area.

Community Housing Partnership Overview

Community Housing Partnership (CHP) is a San Francisco-based nonprofit organization that develops and operates permanent housing for formerly homeless people with on-site support services, job training, leadership development and employment opportunities. While many of the people CHP serves face extraordinary barriers to housing stability, less than two percent of the people served return to homelessness.

CHP's tenants are formerly homeless individuals as well as families with children. People served by CHP range in age from infants to elders, are of all races and ethnicities, and come from a diversity of linguistic and socio-economic backgrounds. All people served by CHP are extremely low-income.

Launched in 2007 with REDF assistance, CHP Enterprises now includes several business lines in the field of property management, including front desk staffing, maintenance, and bed bug remediation services. CHP Enterprises employs formerly homeless individuals, providing them not only with employment and job training, but also, competitive wages and benefits, and access to a wide variety of supportive services, including skill training, mutual support, counseling and professional development.

The front desk staffing business line has grown into a very successful enterprise over the last two years and now CHP Enterprises is ready to focus on expanding front desk services. Additionally, CHP Enterprises has just launched a new bed bug remediation business line and is focused on customer acquisition and revenue generation in the business's start-up phase. The goal of growing CHP Enterprises is to create more employment opportunities for the people that CHP serves.

More information about CHP and CHP Enterprises can be found at www.chp-sf.org.

Farber Fellow Program Summary

REDF's Farber Program is a leadership program designed to give MBA professionals with a passion for social change the opportunity to gain hands-on experience, develop essential skills and build a network in the fields of social enterprise and venture philanthropy. Over the last 13 years, REDF's Farber Program has offered MBAs a unique opportunity to apply their business skills to strategic projects in an entrepreneurial nonprofit context.

REDF portfolio enterprises straddle the for-profit and nonprofit worlds, and Farber Fellowships utilize and sharpen skills in both. Former Farber Fellows have gone on to start new social enterprises, manage nonprofits and foundations, lead socially responsible companies, consult to mission-driven organizations, and run start-ups.

The Farber Fellowship includes the following:

Hands-On Experience	<ul style="list-style-type: none">• The Farber Fellow will work on strategic business assistance projects that support the development and growth of the social enterprise(s) operated by a REDF Portfolio organization.
Coaching	<ul style="list-style-type: none">• A REDF coach will provide guidance in REDF's social enterprise methodologies and act as a sounding board as the Fellow formulates strategies and recommendations.
Professional Development	<ul style="list-style-type: none">• The Fellow will participate in professional development events focused on the nonprofit / social enterprise sector, including:<ul style="list-style-type: none">○ Social Enterprise Alliance Summit○ Workshops led by REDF on topics such as "Pre-Feasibility and Business Planning" and "Identifying and Managing Social Costs"○ Additional professional development training depending on Fellow's needs and interests (e.g., CompassPoint workshop)
Networking	<ul style="list-style-type: none">• Throughout the year, the Fellow will have opportunities to meet with leaders in social enterprise, venture philanthropy and the for-profit sector:<ul style="list-style-type: none">○ Portfolio-wide meetings and events○ Meetings with REDF staff and select Board / Advisory Council members○ Farber events throughout the summer, including a tour of REDF Portfolio enterprises, meeting with REDF Board members, networking mixer, and end-of-summer Farbeque○ REDF happy hours and events○ Introductions to individuals and organizations in REDF's network
Field Advancement	<ul style="list-style-type: none">• The Fellow will likely have an opportunity to contribute to the fields of social enterprise and venture philanthropy (e.g., write an entry for REDF's blog).
Farber Alumni Community	<ul style="list-style-type: none">• The Fellow will have a chance to learn from some of the 90+ Farber Alumni who are leading change in both the nonprofit and for-profit sectors, through:<ul style="list-style-type: none">○ Mentorship from a former Farber Fellow○ Participation in Farber Alumni events○ Access to FarberNet, a web site for current and former Farber Interns and Fellows

For additional information about REDF and The Farber Program, please visit our website at www.redf.org.

Job Responsibilities

The CHP Farber Fellow's job responsibilities will include, but not be limited to, the following:

Lead the Expansion of all of CHP Enterprises' Business Lines

The Fellow will lead new customer acquisition and revenue generation efforts, including marketing of services and brokering of contracts for all of CHP Enterprises business lines: front desk staffing, maintenance, and bed bug remediation. This includes finalizing and implementing the plan for CHP Enterprises' front desk staffing business line to expand into security services. Additionally, the Fellow will focus on optimizing service pricing, and ensuring operational efficiency and cost management of the businesses. This could involve the creation of pricing and job costing tools, as well as developing operational plans for the businesses.

Codify CHP Enterprises' Front Desk Staffing Services Best Practices and Assist in Replication of the Business Outside of the Bay Area

With the assistance of REDF staff, the Farber Fellow will refine and codify the revenue, cost, and operational models for the front desk staffing business line with the goal of creating a replication plan for the business. The Fellow will also identify and codify, to the extent possible, key success factors in starting this particular type of social enterprise in a nonprofit housing organization. The Fellow will assist in the selection of a partner organization outside of the Bay Area in which to replicate the front desk staffing business, as well as hands-on assistance in the actual business replication.

Supervisor

The Farber Fellow will be supervised by CHP's Executive Director, and will have significant interaction with REDF Portfolio staff, especially for work related to front desk staffing replication.

Desired Qualifications

Above all, we are looking for a business professional with a passion for social change, a commitment to applying their business skills to achieve positive social impact and a strong track record with relevant experience.

- MBA desirable; commensurate degree and extensive business operations experience will be considered
- At least 5 years hands-on small business management, operations, or business consulting experience
- Experience working with nonprofit agencies and nonprofit-run businesses
- Experience implementing business plans and/or starting new businesses or business lines
- Experience with targeted marketing and sales, resulting in revenue growth through new customers
- Knowledge/experience in property management and/or affordable housing a plus
- Strong analytical and organizational skills
- Excellent writing skills; experience writing case studies or other best-practice documents is a plus
- Effective communication and interpersonal skills – especially with people of varied ages, experience levels and backgrounds
- Experience with job training and job creation programs employing disadvantaged people
- Ability to create concrete, useful end products in a limited time frame

- Knowledge of accounting and financial reporting best practices a plus
- Enjoy working independently, with some degree of flexibility and ambiguity
- Strong project management skills: successful experience prioritizing and managing multiple tasks
- Enjoy working as part of team, exchanging insights and following up on team members' input
- Supportive of REDF's mission and able to relate to the target population served in the enterprises

Employment

The Fellow will be a one-year employee of Community Housing Partnership, based at CHP's offices in San Francisco.

To Apply

Email your resume, three professional references, and a cover letter expressing your interest to: chpfellow@redf.org

REDF will review your information and if there is a good match, you will be contacted directly for an interview. No telephone calls or emails please.