

**ASP**  
Appalachia  
SERVICE PROJECT®



# OPPORTUNITY PROFILE

## CHIEF ADVANCEMENT OFFICER

*"Appalachia Service Project is a Christian ministry, open to all people, that inspires hope and service through volunteer home repair in Central Appalachia."*

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# LETTER FROM

## CEO WALTER CROUCH



Dear Prospective Candidate,

Thank you for taking a moment to learn about why the Appalachia Service Project (ASP) Chief Advancement Officer is such a unique opportunity. ASP provides one of the most rewarding structured life-changing short-term Christian mission trip opportunities in the nation -- bringing thousands of volunteers from around the country to rural Central Appalachia to make homes warmer, safer, and drier for families in need. Serving in West Virginia, Virginia, Tennessee, North Carolina, and Kentucky, ASP ministers in a spirit of Christian love and service, accepting people right where they are, just the way they are.

In 1969, ASP sent fifty (50) volunteers to serve four (4) families. Now, with the help of 17,000 volunteers, ASP makes homes warmer, safer and drier for 650 families in need each year. It also provides a unique framework that fosters transformational experiences for volunteers, families served, and staff -- by building relationships with each other that break down cultural, social and economic barriers.

To hear stories from families who have been served by ASP and the youth who have been transformed by their service, see the [www.youtube.com/user/AppServProject/playlists](http://www.youtube.com/user/AppServProject/playlists).

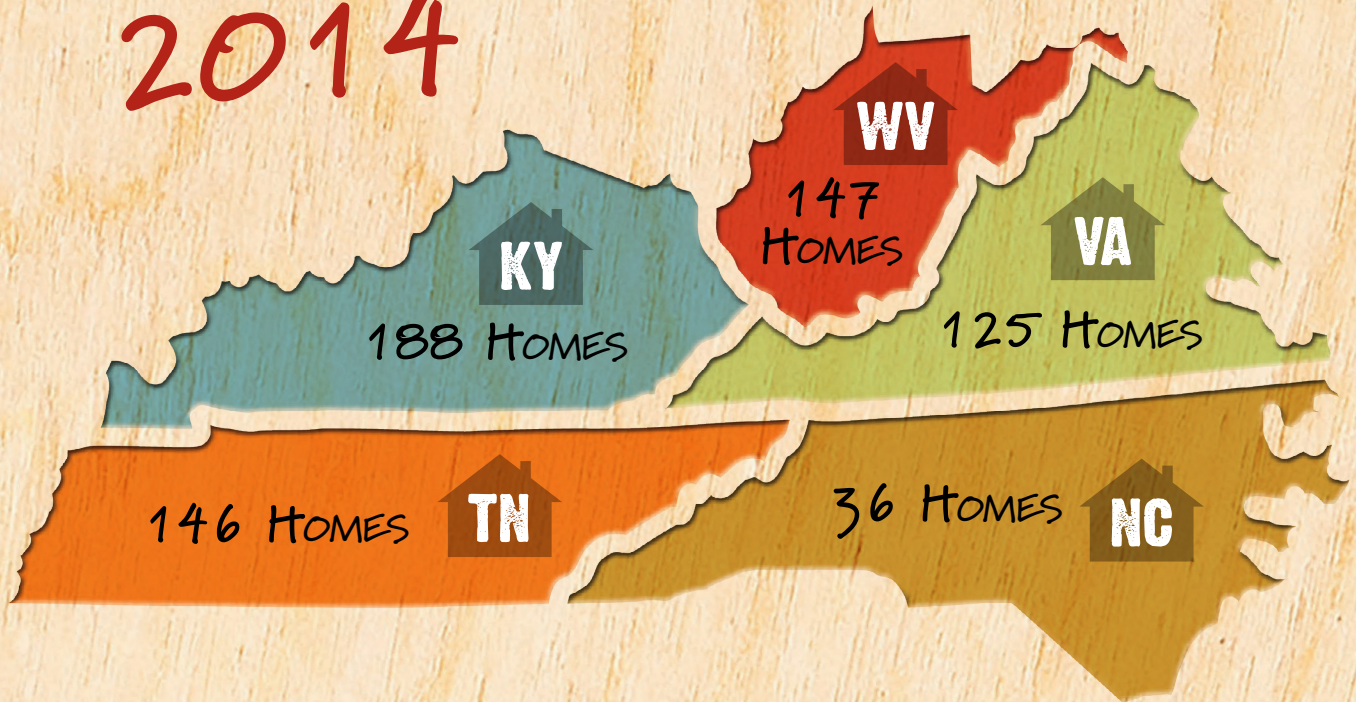
We encourage you to read through this Opportunity Profile and to further explore our website for additional information. If you are interested in pursuing this opportunity, please reference the Process of Candidacy page to begin the application process. If you have any questions, please contact Tommy Thomas or Laura Coverstone (615-261-4623), the JobfitMatters Consultants who are assisting Appalachia Service Project in this search.

Sincerely,

Walter Crouch, CEO



# OVERVIEW 2014



ECONOMIC INVESTMENT: \$21,119,235

1,708 People Served 












**651** Children (under 18)

**295** Elderly (60+)

**251** Disabled

**93** Single Parent Homes

**53** Grandparents raising grandchildren

-  **642** Homes repaired or rebuilt
-  **66** Foundations Repaired
-  **303** Insulation Projects
-  **788** Rooms of flooring repaired/replaced
-  **418** Porches or stairs added
-  **82** Plumbing repaired/replaced
-  **37** Wiring Updates
-  **32** Room additions
-  **224** Roofs repaired/replaced
-  **98** Wheelchair ramps
-  **9** Completed replacements/new homes built

# MISSION

Appalachia Service Project is a Christian ministry, open to all people, that inspires hope and service through volunteer home repair in Central Appalachia.



# VISION

Appalachia Service Project's vision is that substandard housing in Central Appalachia will be eradicated and that everyone who comes into contact with this ministry will be transformed.

## GUIDING PRINCIPLES

- We believe that each person is a child of God imbued with dignity and worth
- We accept people right where they are and just the way they are.
- We believe that affordable, safe, sanitary housing is a basic human right.
- We are committed to witness through the good quality of our work and careful stewardship of our resources.
- We believe God calls volunteers to serve others as partners in ministry and we will encourage their growth in faith as they are involved in this service.
- We believe where ASP is involved in local communities we will encourage, affirm, and support social and economic justice





## HISTORY

*“We accept people right where they are, just the way they are”.*

In 1969, Rev. Glenn “Tex” Evans -- a United Methodist minister -- became one of the first people to connect the energy of youth with the deep needs of the poor.

During Tex’s 13 years as director at Henderson Settlement in Frakes, Kentucky, he witnessed the great need for home repair assistance. So as part of his already-thriving outreach to the people of Appalachia, he recruited 50 teens and adult volunteers to repair homes in Barbourville, Kentucky. They worked on-site during the day and worshipped in the evenings. By summer’s end, four families had safe, warm homes for the winter, fifty young lives had been changed forever -- and a forty-seven-year-long legacy was born.

**“We accept people right where they are, just the way they are”**

ASP’s philosophy of service has remained the same: ASP encourages people to act responsibly in the face of human need and injustice.

By transforming faith into ASP service, volunteers respond to a specific need: housing. By putting aside their own needs and desires, ASP volunteers free themselves to share talent, love, and concern with the people of Appalachia and with one another. More important than construction know-how is a willingness to enter the communities and homes of Central Appalachia with sensitivity, concern, and love -- accepting people right where they are and just the way they are.

Last year, 17,000 volunteers served 650 families in the central Appalachia region, and countless lives were changed.

# FINANCIAL REVENUE & EXPENSES 2014

## ASSETS

Cash, designated & restricted	\$2,551,957
Receivables	\$385,262
Inventories	\$240,017
Property, Plant & Equipment	\$1,626,333
<b>Total Assets</b>	<b>\$4,805,069</b>



Appalachia Service Project has earned **Charity Navigator's 4-Star Rating.**

## LIABILITIES

Accounts Payable	\$183,405
Deferred Revenue	\$609,384
<b>Total Liabilities</b>	<b>\$792,789</b>

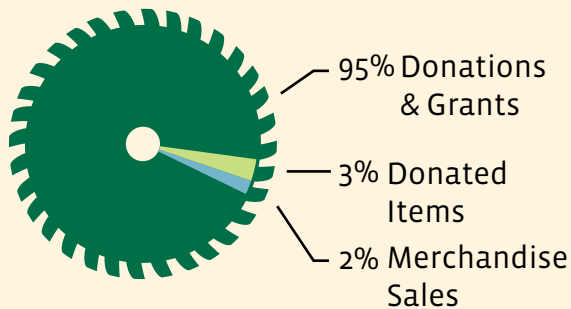


## NET ASSETS

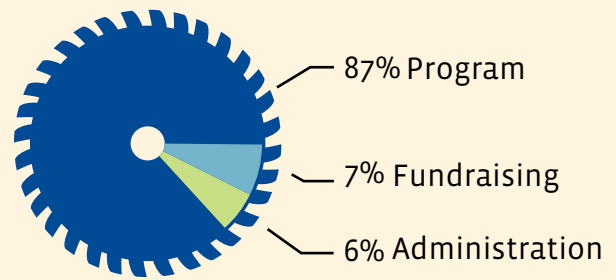
Restricted	\$716,223
Unrestricted	\$4,088,846
<b>Total Net Assets</b>	<b>\$4,805,069</b>

For more info, see the **2013 Annual Report** and the **2013 Audited Financial Statement.**

**Total Revenues = \$7,937,042**



**Total Expenses = \$8,299,674**



# THE POSITION

The next Chief Advancement Officer for ASP will have natural entrepreneurship, solid operational skills, the ability to manage people and build relationships, and passionate enthusiasm for the mission. ASP is looking for a Chief Advancement Officer to lead the Office of Advancement, which focuses on development strategies, relationships, and donor events.

The Chief Advancement Officer (CAO) will be responsible for shaping the organization’s development strategy, and seeing that it is carried out effectively and within given budgetary and organizational structures.

The CAO is a crucial member of the executive management team, reporting to the President/CEO and meeting regularly with the organization’s major individual and institutional donors. The CAO is primarily responsible for the cultivation of major donors, leading any special ASP fundraising efforts as needed. In this sense, the CAO is, in addition to the President/CEO, ASP’s primary ambassador to our supporters. This position is located in Johnson City, TN, and requires extensive travel.

## ORGANIZATIONAL CHART



# KEY RESPONSIBILITIES

## CREATE AND LEAD PHILANTHROPY STRATEGY

Working with the Director of Philanthropy, craft a comprehensive fundraising strategy to enable sustainable growth, including individual, foundation, and corporate donors, while evaluating external environment and trends and their impact on the organization and said fundraising strategies. Launching a proactive major gifts program and building a larger major donor base is of primary importance. The philanthropy goal, set by ASP's Strategic Plan 2012-2016, is a net income of \$1.5 million by 2016, an increase of \$1 million.

## LEAD EXTERNAL RELATIONSHIP CULTIVATION WITH DONORS AND ALUMNI

- Lead relationship-building strategies and activities with major individual donors, personally developing relationships with key donors and prospective donors, and creating an individual donor cultivation strategy for the Chief Executive Officer, Board of Trustees, and senior leadership. Continue to grow ASP's base of potential supporters, building on referrals from Board members, current advocates, and those identified through research.
- Lead institutional donor cultivation, supervising grant writing activities and supporting key relationships, driving institutional (corporate and foundation) giving.
- Oversee and support the Office of Advancement in staging ASP's signature fundraising and volunteer recruitment events.

## LEAD THE ADVANCEMENT TEAM

- Lead the philanthropy and volunteer teams, building on their culture and productivity as positive, cohesive, highly functioning groups.
- Manage, evaluate and develop full-time staff – current direct reports include the Director of Philanthropy and the Director of Development. Support the hiring of additional staff as necessary/budgeted.

## DEVELOP NATIONAL STRATEGY & NECESSARY INFRASTRUCTURE

- Work closely with other members of ASP's executive management team to craft overall organizational strategy and goals.
- Work with senior leadership to develop and support national, regional, and local media and public relations strategies.
- Communicate with colleagues across the organization to integrate development and program activities and to ensure that development commitments are properly fulfilled by other departments.



# KEY ATTRIBUTES OF THE CHIEF ADVANCEMENT OFFICER

## PROVEN TEAM LEADERSHIP

The successful candidate will be a proven leader with the experience, vision and energy required to partner with senior leadership within ASP. This person will have the ability to work collaboratively, relationally, and successfully with staff to implement changes and enhancements to ASP fundraising programs.

## DEVELOPMENT SUCCESS

This person will have measurable success in direct one-on-one major gift fundraising, as well as a proven track record of leading and growing a comprehensive development department.

## PASSION FOR ASP MISSION

The right leader will have a passion for ministry to the poverty-stricken in Central Appalachia. This person will have, or develop quickly, credibility and relationships in the community.

## MINIMUM QUALIFICATIONS

- A bachelor's degree
- At least three years cultivating \$1 million annually in major gifts
- Several years as a senior manager/leader in a nonprofit organization
- History of volunteer activity and commitment to nonprofit organizations
- Ability to design a comprehensive fundraising strategy that works for ASP
- Experience in leading staff and volunteer teams in successful fundraising campaigns yielding significant major gift revenue (ASP defines a major gift as \$5,000+)
- Creativity in grass roots strategies using direct mail, internet, and email solicitation.
- Experience in planned giving, foundation, and corporate grants would be a plus
- Excellent interpersonal skills and ability to work with others in problem solving and planning
- Comfortable giving and receiving honest, constructive feedback, and acting as a coach and mentor to staff.
- Ability to work sometimes long and odd hours and under pressure
- Goal oriented

## COMPENSATION

- Salary based on experience
- Medical insurance, a retirement plan, and vehicle use are included in the compensation package
- Vacation, holidays, and sick leave also provided

# LOCATION



## JOHNSON CITY, TENNESSEE

Johnson City, Tennessee has the mix of area history, rich culture, outdoor life, shopping venues, local diners and so much more. East Tennessee is one of the most beautiful places in the world. The hundreds of thousands of people who have caught a glimpse of the Appalachian Mountains over the years agree.

Both the City and County school systems have received state and national honors for excellence in the classroom. In addition, they have made significant capital investments to renovate and construct new facilities as well as update the curricula. Several private and religious schools offer additional education options. East Tennessee State University, King College, Milligan College, Northeast State Community College, and Tusculum College offer higher learning opportunities. Several of the area's college and universities have been recognized for their excellence by national magazines.

Whether you're looking for a new house in a kid-friendly neighborhood, an older home with traditional details, a private retreat with plenty of acreage or a nice apartment with great amenities, you're sure to find just the right one in Johnson City, Jonesborough and Washington County. The area is a great combination of in-town neighborhoods, downtown living and country homes set on larger lots. The Johnson City housing market ranked #7 in the US by National Homebuilders Association (Dec. 2013).

Johnson City offers one of the best places to experience all four seasons. The average annual temperature reaches 67 degrees. The summer warms to an average of 76 degrees, while the winter drops to a 41 degree average temperature.

- Johnson City ranked 5th in the "Best Cities to Live in Tennessee" list by CreditDonkey, October 2014.
- Johnson City ranked 8th in the "Best Cities to Retire in Tennessee" list by CreditDonkey, September 2014.
- Johnson City ranked 5th in the "10 Most Exciting Places in Tennessee" list by Movoto, July 2014.
- Johnson City ranked 10th in the "Cities on the Rise in Tennessee" list by NerdWallet, June 2014.
- Johnson City ranked 9th in the "Best Towns in Tennessee for Young Families" list by NerdWallet, August 2013.

For more information about Johnson City visit: [www.johnsoncitytnchamber.com](http://www.johnsoncitytnchamber.com).

# THE PROCESS

## OF CANDIDACY

If after reading this Opportunity Profile you sense that the gifts and experience God has given you are a good match for Appalachia Service Project, we invite you to begin the inquiry process. All candidate information and conversations are handled confidentially. You may contact Tommy Thomas or Laura Coverstone at any stage of the process to get more information and to ask questions. Her contact information is below.

When preparing your resume for this position, please include the following for each position that you have held during the past fifteen years.

- Name and location of company/organization
- Job title
- Years in the position
- Position to which you reported and positions that reported to you
- Primary responsibilities and achievements
- Aspects of the position which most directly prepared you to be the Chief Advancement Officer
- Reason for leaving current position

In order to help us get a more complete picture of you and your interest in this position, provide us with responses to the following three questions:

1. What is it about the position of Chief Advancement Officer that attracts you?
2. Please share details of your most recent fundraising leadership position and your success. (e.g. How much were you responsible for raising annually? How much was raised by the entire team? Perhaps share a story of a significant major donor gift.)
3. Provide the names and contact information (telephone numbers and email addresses) for four references who know you and your career well enough to comment on your suitability for this role.

*Please do not be overly concerned with brevity in assembling this package of materials. While we don't want to read volumes, we do want you to take the time to share enough meaningful information to allow us to get to know you and why you would make a strong Chief Advancement Officer at ASP.*

Submit this information in **one** document (Word or .pdf) to:

Laura Coverstone

JobfitMatters

[resumes@simainternational.com](mailto:resumes@simainternational.com)

Phone: (615) 261-4623

*In the subject line, please write "Chief Advancement Officer - ASP"*

