

SHERRY KEYS-HEBRON

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CHIEF EXECUTIVE OFFICER ♦ EXECUTIVE DIRECTOR ♦ CHIEF OF STAFF

"Fueled by the Challenge of Recognizing Areas in Need of Improvement

Innate Ability to Turn Problems into Opportunities"

Solutions-oriented executive combining successful public service career with comprehensive formal education; achievements highlighted in strategic positioning, business and personnel administration; and public policy/advocacy execution. Recognized ability to communicate visions enabling satisfaction of goals and visions; track record for bridging gap within community and formulating win-win scenarios amongst diverse groups to meet mutually agreed-upon objectives based on commonality of purpose. Proven ability to lead, motivate, and inspire multi-discipline teams through development and implementation of initiatives and issues to meet and surpass objectives. Talent for creation of community-based assessments and development/implementation of formidable, culturally competent and results-oriented directives; noticeable ability for seizing upon and maximizing lucrative opportunities. Immense integrity, self-motivated, enthusiastic, and committed to professional excellence.

AREAS OF STRENGTH & EXPERTISE

- P&L Responsibility
- Project Development
- Staff Supervision
- Program Development
- Program Implementation
- Performance Evaluations
- Strategic Business Planning
- Productivity Improvement
- Media Relations
- Brand Identity/Differentiation
- Strategic Planning & Initiatives
- Contract Review/Recommendation
- Profit Building
- Recruiting/Staffing
- Expense Control
- Quality Control
- Project Risk Analysis
- Crisis Management

CAREER ACHIEVEMENTS

"... I consider myself a visionary leader ... My greatest strength is the ability to envision a long-term direction for an organization ... I enjoy mobilizing key staff to help support the vision of the organization and then charting its course through a strategic planning process ... I also consider my ability to analyze situations, information and individuals as a strength ... This allows me to quickly assess various situations that may or may not impact the long-term direction of the organization ... It also enables me to more readily address issues that may require immediate attention or a decision..."

- ♦ **Raised more than \$1 million provided for acquisition and renovation of new state-of-the-art facility to support agency emergency shelter and support recovery employment programs; facility enabled Volunteers of America to enhance quality of services provided to homeless population as well as men suffering from drug and alcohol dependency. PRESIDENT AND CHIEF EXECUTIVE OFFICER ... VOLUNTEERS OF AMERICA**
- ♦ **Facilitated ownership of 316 multi-family, low-income housing units for residents in east Columbus; initiative expanded mission of providing permanent housing and goal-oriented supportive services designed to assist families gain independence in permanent housing environment. PRESIDENT AND CHIEF EXECUTIVE OFFICER ... VOLUNTEERS OF AMERICA**
- ♦ **Saved organization more than \$500,000 annually after leading centralization of organization's thrift stores production and warehouse operations (46,000 square feet facility); savings realized as single warehouse sorting and distribution center enabled increased efficiency and reduced labor costs. Thrift stores provide approximately 50% of gross operating revenue. PRESIDENT AND CHIEF EXECUTIVE OFFICER ... VOLUNTEERS OF AMERICA**
- ♦ **Launched successful campaign resulting in .75 mil tax levy responsible for generating more than \$1.5 million annually over 5 years; countywide campaign focused on mobilizing more than 20 human service organizations, key political leaders and stakeholders, and constituents of Calhoun County, Michigan to support tax levy enabling community to provide services for low-income elderly. CHIEF EXECUTIVE OFFICER ... COMMUNITY ACTION AGENCY OF SOUTH CENTRAL MICHIGAN**
- ♦ **Spearheaded launch of \$2.3 million countywide campaign culminating in support of additional 13,000 square foot building (to an existing 7,000 square feet building) to facilitate Community Action Agency's Headstart program; addition provided valuable training space to accommodate additional 200 children annually on program's waiting list. CHIEF EXECUTIVE OFFICER ... COMMUNITY ACTION AGENCY OF SOUTH CENTRAL MICHIGAN**

CAREER EXPERIENCE

VOLUNTEERS OF AMERICA ... Columbus, Ohio

January 2000 to June 2005

National, nonprofit organization providing local human service programs, and opportunities for individual and community involvement; from rural America to inner-city neighborhoods, organization provides outreach programs dealing with today's most pressing social needs and helping youths at risk, frail elderly, abused and neglected children, people with disabilities, homeless individuals and many others. www.voa.org

President and Chief Executive Officer

Provided comprehensive oversight for administrative/support and program functions comprising finance, human resources, internal and external communications, fund development, and property and asset management; primary responsibility included direct and indirect contributions to revenue and profit growth of organization via implementation of planned giving and major gifts programs, cultivation of donor relationships, identification of new business ventures; and determination of new funding opportunities with local, state and federal funding sources. Primary contact for national office, subsidiaries and affiliates.

Administered \$10 million annual budget employed to forecast revenue and expenses for ensuing fiscal year; prepared and monitored budget while simultaneously incorporating periodic adjustments to ensure projections. **Developed, communicated and implemented operations and management strategy (including relative programs to execute strategy);** accountable for operations consistent with national charter and strategic plan. Analyzed and assessed operational and financial performance with outcomes and recommendations provided for Board of Trustees.

Recruited and collaborated with board members, built and managed relationships with donors, media, business and legislative leaders, and worked in concert with community organizations as well as local, state and federal agencies to facilitate strategic vision and direction; promoted positive community relations through active involvement in community affairs. Ensured satisfaction of licensing and regulatory requirements of all federal, state and local bodies. Approved and executed contracts negotiated by key management staff.

Indirectly responsible for services provided to clients focusing on lifestyle changes and entry as productive members of community (also evaluated client reaction to programs and services); also held indirect responsibility for relationship management with thrift store customers and auto donation program donors and buyers.

- ◆ **Income performance included:** Increase of major gifts/planned giving 9% of budget resulting in 111% growth; increase of thrift stores/auto donation 79% of budget resulting in 18% growth; increase in government grants 12% of budget resulting in 62% growth.
- ◆ **Conducted comprehensive environmental analysis (survey conducted amongst other service providers and community stakeholders) of service areas as means of identifying service shortfalls;** analysis generates data on characteristics of potential customers and provides insight into types of programming to pursue with target customer base identified.
- ◆ **Launched 2001 opening of Logan, Ohio (Hocking County) center resulting expanded service provided to 150 unduplicated recipients;** services provided children and adults access to technology in addition to tools for success through literacy, GED, education, and employability services. *Initiative part of mission to expand organization throughout 37-county service area.*
- ◆ **Enhanced management of customer database and generation of funding source reports with introduction of client tracking system;** initiative played important role in improving overall organizational competencies, productivity, quality and performance.
- ◆ **Improved sales productivity and minimized absenteeism with introduction of associate incentives in thrift stores and auto donation program;** incentives included hourly sales associate eligibility for hourly increase for excellent attendance and sales management staff eligibility for quarterly bonuses for exceeding sales projections.
- ◆ **Saved \$50,000 annually via development of performance goals for key management staff;** goals, established annually and evaluated quarterly, were measurable and used in staff evaluations.
- ◆ **Lowered costs \$100,000 annually after removing collection boxes for donated goods (drop boxes) resulting in reduction in trash bills.**
- ◆ **Eliminated \$200,000 in unproductive expense with closure of several unprofitable thrift stores.**

- ◆ Currently serving as Chairperson on Jack & Jill America Inc., Columbus, Ohio chapter (mother's organization) and Vice Chairperson with Columbus Urban Growth (development organization).
- ◆ Coached/motivated all lines of associates to support and contribute to implementation of the agency's 2005-2007 strategic plan; initiatives on track for success as employees assume ownership, responsibility and acceptance to strategic goals.

COMMUNITY ACTION AGENCY OF SOUTH CENTRAL MICHIGAN ... Battle Creek, Michigan 1992 to 1999
Non-profit organization dedicated to promoting economic and social opportunities to assist citizens of Barry, Branch, Calhoun and St. Joseph counties achieve greater independence, dignity, and self sufficiency via programs and services targeting specific needs of said communities. Organization assisted more than 15,400 children, seniors and low income individuals via 300 staff and operating budget eclipsing \$7 million. www.caascm.org

Chief Executive Officer

Spearheaded implementation of strategic plans and policies developed by Board of Directors; scope of role steered daily operations including budget forecasting and controls, strategic planning and implementation, human resources management (direct reports included 11 administrative and support program staff), and administration of financial and physical resources. **Organized and executed giving and gifts programs, promoted organization initiatives throughout community, developed donor relationships, identified new business ventures and secured financial backing opportunities from local, state and federal funding services.**

Provided leadership advice to board, contributed to evaluation and selection of board members, initiated and facilitated change management directives, presented policies and recommendations to board, motivated and mentored employees and program leaders, and approve and executed contracts.

- ◆ **During tenure, grant revenue performed at 99% of budget resulting in 87% growth with contributions revenue performing at 1% of budget resulting in 25% growth;** within first year of assuming position, reduced entire \$500,000 operating deficit and maintained positive fund balance throughout entire tenure.
- ◆ **Elevated services provided to recipients via relationship building and strong collaboration with other human service providers and private organizations in development of community-based strategies;** collaborated with grass-roots organizations providing skills empowering citizens to develop youth programs within local communities, including training, advocacy skills, grant writing and technical assistance.
- ◆ **Coordinated expansion of Head Start program (targets prevention and early intervention objectives for children aged three to five) to improve accommodation of more eligible at-risk children.**
- ◆ **Improved overall performance with implementation of performance matrices for all programs and services;** matrices enabled management to periodically and quantitatively evaluate and report impact of programs on customer base. Initiative took 6 months to execute and ultimately resulted in increased local, state and federal funding.
- ◆ **Elevated efficiencies of data collection and client intake after installation of network providing data accessibility to 5 satellite offices;** entire project took 6 months from conception to implementation.
- ◆ **Served as member of several committees including Chairperson of Human Services Coordinating Council (Calhoun County, Michigan); Council Member for Berry, Branch and St. Joseph counties; Vice Chairperson of Communities in Schools; and Co-Chairperson of Senior Mill age Task Force (1998).**

Career also includes **Program Director** with **Midland Family Center** in Shepherd, Michigan (October 1991 to February 1992) and **Director of Administration** with **Springfield Housing Authority** in Springfield, Ohio (October 1984 - March 1991).

EDUCATION

UNIVERSITY OF ILLINOIS ... Springfield, Illinois
Master of Public Administration, 1985

ILLINOIS STATE UNIVERSITY ... Normal, Illinois
Bachelor of Science in Political Science, 1982