



CARLSONBECK

EXECUTIVE SEARCH FOR PHILANTHROPY & NONPROFITS

## Position Specification



BAY AREA COMMUNITY RESOURCES

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## Chief Executive Officer

22 February 2023, vF



Carlson Beck advises **Bay Area Community Resources** on the basis of an exclusive consulting assignment. The following details are for your information and should be shared with discretion.



## POSITION SPECIFICATION

### BAY AREA COMMUNITY RESOURCES

**THE POSITION:** CHIEF EXECUTIVE OFFICER

**REPORTS TO:** BOARD OF DIRECTORS

**LOCATION:** SAN FRANCISCO BAY AREA, CALIFORNIA

#### *Exciting Executive Leadership Opportunity for a Thriving Community Services Organization*

The Board of Directors of Bay Area Community Resources (“BACR”) is seeking its next visionary executive leader to lead this high-profile, high-impact, beloved nonprofit community services organization as it increases its impact through continued statewide expansion, building on the organization’s strengths and successes, as well as creating and enabling effective partnerships between local, state, and federal grant making governmental agencies, along with local, statewide, and national industry organizations, and BACR.

For more than four decades, BACR has been delivering a wide range of direct services to communities, throughout the greater San Francisco Bay Area. Services are clustered by industry and program areas that include expanded learning (after school programs), national service (AmeriCorps), behavioral and mental health, healthy communities (community schools and family services), and youth workforce and re-entry.

BACR provides direct services to tens of thousands of people each year. BACR professionals witness the strength and resilience of the individuals and families they serve who are often those most adversely impacted by systemic racism, poverty, and inequitable access to resources and opportunities.

BACR has remained steadfast to its mission: promoting the healthy development of individuals, families, and communities. BACR is grateful for the opportunity to serve communities with compassion throughout the Bay Area, as well as expand in central and southern California.

The new leader of BACR will work with an experienced management team and staff that are high caliber, engaged, passionate, and committed to the mission of the organization. BACR has created and preserved a workplace culture of “we” versus a culture of “I”. Words used to describe BACR culture include: kind, open, supportive, collaborative, and inclusive. In addition to a dedicated staff and a warm culture, the new leader will find a strong infrastructure to leverage across the organization to meet the needs of the community, locally, regionally and across the state.



BACR is governed by a 10-member Board of Directors who bring diverse backgrounds and experience to their board service. BACR's annual operating budget is in excess of \$50 million. The staff -- over 1,300 dedicated professionals (500 full-time) -- deliver over 1,000,000 annual hours of services, with AmeriCorps Members and 2,000+ other volunteers providing another half million hours of direct services.

This is an exciting executive leadership opportunity for a thriving community services organization working in partnership with government grant makers and direct service providers at the local, state, and federal levels to increase impact via geographic growth as well as program expansion and new program development.

**THE POSITION**

The overall role of the CEO is to ensure the health and well-being of the organization, the employees, and the communities that BACR serves. Working with the Board of Directors and senior leadership staff, the CEO works to enhance the visibility of the organization in the public, government, and other communities of the San Francisco Bay Area, the state of California, and the nation. The CEO maintains a highly visible, positive professional profile. The CEO leads the agency which is focused in the industry areas of expanded learning (after school programs), national service (AmeriCorps), behavioral and mental health, healthy communities (community schools and family services), and youth workforce and re-entry. The CEO should be attuned to social issues that impact the systemic issues impacting these areas. The CEO is a strategic relationship builder and influencer with local, state, and national policy makers, grant making government agencies, institutional funders including foundations, and community partner organizations.

The CEO provides the strategic vision, overall leadership, and structured direction for the organization, its programs, and its outreach. This is accomplished by working closely with the Board of Directors, executing on the strategic plan and being assisted and supported by the executive leadership and staff. The CEO will manage and oversee the organization's activities, programs, fundraising, infrastructure, staff, finances, and community partner engagement work. The CEO must have the ability to be both visionary and grassroots-oriented, bringing a community-minded sensibility to leading and managing in a hands-on fashion that does not venture into micromanaging.

The CEO will establish medium-range goals and strategies in accordance with the mission, vision, and values of BACR. The CEO will listen deeply and leverage internal and external relationships, wisdom, perspectives, and data to become and stay informed about the social, economic, and systemic issues that impact the industry areas in which BACR works with local, statewide, and national grant making partners.

The CEO ensures that BACR is fiscally and administratively meeting planned targets and that programs continue to be of the highest quality -- representative of data-based best practices, while meeting the changing needs of the community and the internal staff. The CEO will ideally have a track record of effectively implementing Diversity, Equity, Inclusion, and Belonging (DEIB) actions or initiatives. The CEO will embrace contemporary practices of today's workforce, including technology, benefits/pay equity, DEIB filter, mentoring, professional development, etc. The CEO will be a talent leader in building and retaining an effective team throughout the agency.

The CEO is the chief advocate and fiscal officer for BACR's programs and operations and is expected to be an effective communicator and collaborator who speaks passionately about BACR and the people served



by the organization. The CEO would ideally have some experience in earned revenue models, fundraising and channels to diversify BACR's revenue sources.

The CEO, reporting to the Board of Directors, works to build upon the financial and operational strength of the organization. This includes possessing strong business acumen, operational scaling experience, the ability to set priorities and have a result and data-driven orientation. Outstanding cash and treasury management experience and skills, especially in optimizing cash under unique timing of agency payments, restricted fund limitations, and fluctuating government grant circumstances, is keenly desired.

A keen strategic sense, sound operational and financial management, business savvy, as well as exceptional interpersonal and relationship building skills are all important to the CEO's success.

## **Professional Responsibilities**

### ***Strategic Leadership and Vision***

- Develop strategic initiatives to strengthen the organization in scale, quality, and effectiveness; continually explore the environment and identify agency opportunities on which to capitalize.
- Lead effective, structured, and specific business planning processes and models such that the Board and staff are clear on organizational directions, priorities, and processes in the execution of the work to align with the agency's mission and competitive advantages.
- Report directly to the Board of Directors while maintaining a strong strategic governance and executive leadership partnership with the Board to jointly define medium range planning.

### ***External and Partner Relations***

- Lead and/or participate in external collaborations and partnerships on federal, state, and local levels. Participate as agency lead on state and national committees as appropriate.
- Maintain and strengthen professional relationships with all key stakeholders, such as government agencies, community leaders, and funders.
- Build community relationships and develop opportunities to raise unrestricted funds; this could provide some fee-for-service and unrestricted revenue reflecting BACR's deep expertise in its industries and program areas and its ability to offer technical assistance to others.
- Meet and evaluate potential organizations that could join BACR in partnership.

### ***Financial Management***

- Work with executive leadership to critically analyze new and existing contracts for financial and programmatic viabilities. Authorize and review key proposal submissions. Approve BACR contracts and expenditures.
- Work with the CFO and Board of Directors for future investments to enhance the financial security of the agency.
- Develop the agency's annual operating budget in conjunction with executive leadership and ensure its effective implementation with all program leaders. Promote the financial management and professional development for program staff, ensuring they understand and integrate the financial drivers of their industry and program areas.
- Develop, in conjunction with the CFO, financial models to assess performance.
- Strategize and collaborate with the CFO to ensure adequate cash flow and infrastructure to guarantee BACR is financially sound including identifying and securing lines of credit or other financial management instruments as appropriate.



### **Program and Operational Management**

- Communicate and embody the agency core values, mission and ensure that policies, practices, and operations are aligned with the values.
- Work with the Chief Program Officer (CPO) and CFO to review industry performance and capitalize on successes, identify risks, scale existing business models, and allocate resources accordingly to ensure high quality, efficient, effective programs and make changes as appropriate.
- Lead, in conjunction with the CPO, the development of annual plans and metrics for all industries and departments. Work with CPO to develop strategies for existing and new programs ensuring program objectives and financial goals are met.
- Lead the development of Three-Year Goal plans, in connection with the Board, and monitor their execution and success.
- Assess and improve data metrics and collection on program impact and outcomes; use this information to continuously improve programs and processes.

### **People Management**

- Lead, inspire, manage, and retain the Leadership Team including Chief Financial Officer, People & Culture Director, Chief Program Officer, Chief of Staff, and others, providing them with support, guidance, mentoring, as well as professional development and training to fulfill their responsibilities to a standard of excellence. Ensure future leaders are identified for professional development and career ladder opportunities. Advocate continually searching for new talent at all levels to recruit to the agency.
- Maintain and enhance a culture of respect and collaboration. Actively support DEIB initiatives. Model organizational norms of mutual respect, accountability, transparency, and clearly defined roles and policies.
- Confirm and uphold a commitment to continuous learning, at both strategic and tactical levels in the organization.
- Develop and maintain meaningful relationships at all levels of the organization while ensuring a high level of accessibility to all staff members.
- Provide regular staff communications to all levels of the agency.

### **CANDIDATE QUALIFICATIONS / EXPERIENCE / ATTRIBUTES**

**Education:** A bachelor's or advanced degree, M.B.A. is a plus. Educational credentials or experiential learning resulting in extreme adeptness with P&L management, creating effective operating budgets, managing the key drivers of financial performance and understanding implications of financial statements, as well as creating and implementing compelling strategic plans.

**Experience:** A well-qualified candidate will bring a minimum of 10 years of prior experience as a CEO, Executive Director, industry leader or in a related position at a nonprofit, foundation, government, or industry enterprise. This includes experience in any of the industry areas: national service, after school programs, youth development and/or behavioral health.

Proven experience executing organizational growth and leading a similar or larger size successful nonprofit, program(s), agency and/or related entity in revenue, program and/or staff size is keenly desired.



Additionally, a demonstrated track record of success in the following areas determines a candidate's level of qualifications:

The successful candidate will **have**:

- Passion for BACR's mission and purpose and the ability to communicate this passion to others within the agency as well as externally with funders and the communities BACR serves.
- Proven Level 5 leadership experience and attributes, including the paradoxical combination of personal humility and professional will. ([Level 5 Leadership](#))
- Demonstrated track record of creating and supporting an organizational vision, with strategic thinking and planning abilities to fulfill the vision, and experience with tactical implementation of the strategic plan to fulfill the organizational mission.
- Strong and savvy financial acumen, including well-developed abilities to budget, create agency-wide plans, manage complex financial structures and vehicles to support BACR and its business model, as well as bring superb cash management and treasury management strategies and tactics for organizational success based on the preponderance of funding, timing of payment and revenue via government contracts. Demonstrated experience in the management delivering services bound by restricted funding sources, government grants as well as providing opportunities to enhance discretionary, non-restricted fundraising. Successful track record leading, along with CFO, successful programs, agency or government audits.
- Proven experience of close and productive working relationship with a nonprofit Board including demonstrated ability to be a thought partner, engaged communicator, strategic planner, and respectful presenter of disparate points of view for discussion and consideration.
- Successful and enduring creation, expansion, and stewardship of external partnerships with direct service entities, such as school districts, local, regional, and statewide community-based organizations, and diverse groups of people. Hands-on experience with direct services is highly attractive.
- Successful solicitations and partnerships with government agencies who provide grant-based funding and partnerships of long and successful duration. This includes experience with the government grant making process, contract funding mechanisms and timing, as well as contract grants management, at the local, state, and federal level. Ability to understand and communicate the financial and program results along with executive leadership to appropriate stakeholders. Success in identifying and implementing earned income/fee-for-service revenue models and generating unrestricted funds is deeply appealing.
- Familiarity with diverse operational and administrative business functions such as marketing, public relations, serving as a spokesperson, organizational and industry storytelling, etc.
- Human capital management strategies and tactics experience, including success in motivating, recruiting, developing, retaining, and mentoring high performance, mission-driven, and results-oriented teams. This includes a demonstrated commitment to the values of DEIB.
- Excellent written, oral, and public speaking skills reflecting being a persuasive and passionate communicator with strong interpersonal and multidisciplinary project skills. A track record of success in making presentations, as well as lobbying or meeting with key influencers and decision makers at local, state and/or national levels including agencies, foundations, governmental organizations and community groups, is required.
- Demonstrated strong working relationships, empathy, collaboration and commitment with all levels of staff.
- Compassion, humility, trustworthiness, high emotional intelligence, and personal authenticity.



For additional detailed information on Bay Area Community Resources, please access at [www.bacr.org](http://www.bacr.org).

## CONTACT INFORMATION

The Board of Directors anticipates offering an annual salary in the range of \$275,000 to \$315,000 for the role and responsibilities described above; actual salary amount is commensurate with experience. A comprehensive benefits package will be offered to the successful candidate.

***Bay Area Community Resources is an equal opportunity employer. We celebrate, support, and thrive on diversity and are committed to creating an inclusive environment for all employees.***

For additional information regarding this opportunity, please contact:

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