



CARLSONBECK

EXECUTIVE SEARCH FOR PHILANTHROPY & NONPROFITS

## Position Specification



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### Executive Director

14 September 2020



Carlson Beck advises **Support for Families of Children with Disabilities** on the basis of an exclusive consulting engagement.



## POSITION SPECIFICATION

**THE POSITION:** EXECUTIVE DIRECTOR  
**REPORTS TO:** BOARD OF DIRECTORS  
**LOCATION:** SAN FRANCISCO, CALIFORNIA

### THE ORGANIZATION

#### *Mission*

The purpose of Support for Families of Children with Disabilities (“SFCD”) is to ensure that families of children with any kind of disability or special healthcare need, and the providers who serve them, have the knowledge and support to make informed choices that enhance children's development and well-being. SFCD promotes partnership with families, professionals, and the community at large, and creates a community where its children can flourish.

#### *Overview*

Since 1982, SFCD has provided information, education, and parent-to-parent support free of charge to thousands of San Francisco families of children with any kind of disability or special healthcare need, as well as to the professionals who work with them.

SFCD assists in multiple ways:

- ❖ **Information & Resources** -- Provides resources to families so they can make informed choices and advocate for their children.
- ❖ **Education and Leadership** -- Raises awareness about specific disabilities, laws and regulations for families and educates professionals and the broader community to promote inclusion and understanding.
- ❖ **Support** -- Ensures families have a safe place to express their feelings, lessen their sense of isolation, share strategies, and draw upon services and resources such as the Family Resource Center, case management and social work services, support groups, parent-child interactive groups, peer groups, and parent mentor program.
- ❖ **Special Family Events** -- Provides opportunities for families of children with special healthcare needs and disabilities to experience new activities in a stress-free, accepting space.

Detailed information on SFCD is available at [www.supportforfamilies.org](http://www.supportforfamilies.org).



## ***Operations and Organizational Structure***

Support for Families of Children with Disabilities is governed by a 17 -member Board of Directors.

It has leadership, administrative, and program staff of 47 members. The key Executive Team includes the Executive Director and the Directors of: Finance & Operations; Development; Program and Grants; Support Services, Help Me Grow and Education Programs. Additional Directors in Project Areas include Family Voices of California Project Director; ACE's Project Director and Early Start Project Director.

The annual operating budget is approximately \$3.9 million. This budget reflects revenue sources of federal, state, and San Francisco City and County grants and contracts for services. There is a small amount of contributed income from private donors and the annual fundraising event.

## ***Organizational Culture***

SFCD's focus is highlighted by its name – families and children. SFCD encourages, supports, and advocates for its families and children, professionals and service providers to enjoy and benefit from the services it offers, resources it provides, and the activities and events it offers.

The organization welcomes everyone, celebrating and supporting the city's diverse population. SFCD supports and follows all of San Francisco's Sanctuary City's ordinance policies and procedures.

SFCD is proud that many of its staff members, volunteers, and board members are parents or family members of children with disabilities. Board and staff believe this representation keeps them in touch with and relevant to the community they serve.

## **THE POSITION**

The Executive Director ("ED") of SFCD is responsible for visionary strategic leadership and savvy executive management of the organization, including establishing long-range goals, organizational strategies, plans, and policies. This disciplined executive leader is skilled at effectively managing, motivating, delegating to and professionally developing staff.

Ideally, this executive comes with experience in the disabilities field or a healthcare background. They will have the ability to maneuver effectively in the disabilities and healthcare world of San Francisco City and County. They will understand how the programs offered at SFCD contribute to the welfare of children and their families and appreciate the challenges of providing culturally sensitive services.

The ED oversees, and is ultimately responsible for, well-structured contracts, effective programs and services, fundraising for sustainability, financial operations, and external relations. The latter includes building and stewarding relationships with partner organizations, such as county health officials, school districts, elected officials, and other influencers.

The ED serves as the organizational spokesperson, participating on conference panels, making presentations, and raising SFCD's profile and visibility in the San Francisco community and beyond.



The ED of SFCD reports to the Board of Directors, with the Board Chair as the primary liaison. The ED will help promote communication between Board and staff, resulting in more shared information and alignment of organizational goals.

### ***The Professional Opportunity***

This is an opportunity to be a leader and inspirational advocate in the field of families of children with disabilities and special healthcare needs. Additionally, the role's integration of services focusing on both emotional and educational needs provides an opportunity to be a model for the region. SFCD's track record of success and impact make this opportunity highly attractive for the right professional to be a true executive leader.

### **Responsibilities**

#### ***Organizational Leadership & Strategy***

- Offer deep knowledge of the disabilities and healthcare fields to SFCD to better serve its families.
- Provide disciplined leadership to ensure the mission and values of SFCD in action; bring long-term planning abilities to drive the organizational direction of SFCD.
- Bring a Diversity, Equity, and Inclusion lens to the strategic and operational management of SFCD as well as recruitment and retention of diverse, high-performing staff; ensure an effective management team, with appropriate provision for succession, is in place.
- Lead development, communication, and implementation of effective growth strategies.
- Foster a success-oriented, accountable environment within SFCD based on collaboration and integration across all programs and functions at SFCD.
- Promote a disciplined and objective culture for all staff.

#### ***Governance***

- Collaborate with Board Chair and Executive Committee on setting Board meeting agendas, preparing materials and managing meetings.
- Assist the Board in recruiting new members, establishing effective committees and related governance guidelines; support the Board Chair's efforts in ongoing board assessment, education and development, including annual board training session; partner with the Board in fundraising.
- Serve in an *ex-officio* capacity on Board committees, including Finance, Development, Strategic Planning, and others as requested by the Board.
- Facilitate robust and appropriate communication with staff.

#### ***Finance, Operations and Program Development***

- Work with staff, Finance Committee, and the Board in preparing a budget, and ensure fiscal operations within budget guidelines.
- Lead monthly, quarterly, and annual budget reviews, as well as periodic forecast updates with operational and senior management for all locations.
- Supervise the development of operations-based financial modeling.
- Develop and maintain, in partnership with the Director of Finance & Operations, sound financial practices and adherence to financial controls.
- Oversee high quality management processes, IT systems, and communications which enable effective programs; ensure SFCD's quality, systems' compliance, and data integrity.

- Demonstrate knowledge of programs; exercise critical analysis and good judgment in program planning, oversight, and evaluation; ensure a culture of professional development, as well as personal accountability.
- Assist program staff in relating their specialized work to the total program of SFCD.
- Direct the preparation of responses to Requests for Proposals and obtain new Program Contracts.
- Oversee government contracts including negotiation of annual renewals and ongoing interaction with key government administrators.

### **Fundraising**

- Work with Board and Development to ensure adequate revenue for all programs and services, including institutional funding (foundations, corporations), government grants, as well as individual donors.
- Collaborate with the Development Committee to assure strategic and sustainable fundraising plans.
- Involve board members and other volunteers in Development Committee, activities, and events.

### **External Relations**

- Serve as the primary spokesperson and “face” of SFCD in the field and community.
- Represent the organization with families, donors, supporters, and business partners.
- Actively seek opportunities to speak on panels at industry conferences, give presentations, and serve as a thought leader.
- Be the inspirational leader of SFCD’s brand and lead efforts to elevate it.

### **Human Resources**

- Oversee the development and implementation of HR policies and procedures, including recruitment, employment, and release of all paid staff and volunteers.
- Ensure staff implement performance management processes, including job descriptions and regular performance evaluations.
- Establish a learning environment by encouraging staff and volunteer development and education.
- Maintain a climate and culture that attracts, retains, and motivates a diverse staff of top caliber people.

## **CANDIDATE QUALIFICATIONS/EXPERIENCE**

**Experience:** Minimum of 10 years of senior-level nonprofit management and leadership experience, or relevant experience, preferably in a community-based organization or related field.

Demonstrated ability to achieve goals and objectives and manage key partner/constituent relationships.

Demonstrated track record of fiscal responsibility for organizational profit-and-loss and annual operating budget of \$4M to \$5M.

Demonstrated experience of leading and managing a strategic planning process.

Experience leading organizational systems change management.

Track record of building and managing teams, as well as inspiring and motivating staff, engendering their best work.



Experience partnering with Board of Directors in a positive and productive way to achieve desired organizational outcomes.

Demonstrated ability to attract and sustain public and private funding. Experience with contracting, development, proposal and grant writing.

Experience serving marginalized communities and families strongly preferred.

**Education:** Undergraduate degree required. Graduate degree preferred.


## COMPETENCIES/ATTRIBUTES

The successful candidate will **have**:

- Knowledge of current **local, state, and federal laws as well as regulations and standards** related to delivering services to individuals with disabilities.
- Professional experience and knowledge of **marginalized or under-served communities** and families.
- Experience with **government contracts**.
- Experience working with **parents, family members and stakeholders** in a positive and professional manner.
- Track record of **successfully fundraising** for nonprofits, including engendering corporate and foundation support, and eliciting government grants.
- Excellent oral and written **communication skills** for internal and external communications.
- Ability to build and maintain a **collaborative environment** between SFCD's programs and staff.
- **Exemplary management skills**, with an ability to both delegate and manage, as well as execute when necessary.
- **High emotional intelligence**.
- Excellent **computer skills**, including extensive work with Microsoft Office.
- Familiarity with **business analysis, continuous quality improvement** and quantitative methods.
- **A sense of humor**.

The successful candidate will **be**:

- **Passionate** about SFCD's mission.
- An **executive leader**, addressing high-level organizational and strategic issues, with the ability to lead and manage enterprise goals and objectives.
- A **skilled manager of people**, able to engender trust and develop staff to whom appropriate responsibilities can be delegated, supervision can be maintained, and accountable for agreed upon outcomes can be upheld.
- A **persuasive and engaging public "face"** of SFCD to all external audiences, raising its profile and visibility in the community.
- Professionally and personally **mature**, able to exercise **good judgment**.
- A **problem solver** – identifies and resolves problems in a timely manner and gathers and analyzes information skillfully.
- Focused on **quality operational management** – looks for ways to improve and promote quality and demonstrates accuracy and thoroughness.
- **Well organized, structured, and planning-oriented** – prioritizes and plans work activities, uses time efficiently and develops realistic action plans.

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- **Adaptable and flexible** – adapts to changes in the work environment and circumstances, manages competing demands, and is able to deal with the unexpected.
  - **Available and accessible** to others – dependable, open, is consistently at work, can be counted on for professionalism, positive attitude, and “get it done” approach.

## COMPENSATION

A competitive compensation package, including a comprehensive benefits package, will be offered, commensurate with experience.

***Support for Families of Children with Disabilities is an equal opportunity employer and encourages candidates with diverse backgrounds and experiences to apply.***

For additional information regarding this opportunity, please contact:

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