



*California  
Human  
Development*

**Chief  
Executive  
Officer**



A photograph of two young girls, one with dark hair and one with lighter hair, both smiling and looking down at something they are holding together. The image is partially obscured by a green and white geometric shape on the left and a blue and white geometric shape on the bottom right.

## ■ Unique Opportunity

This an exceptional opportunity for a dynamic relationship-builder to lead an organization that plays an active role in overcoming poverty and improving lives, with an impact that is both broad and deep. The Chief Executive Officer will direct the activities of California Human Development (CHD), a multi-services non-profit organization that has been waging the War on Poverty across Northern California for more than 50 years.

Through the efforts of CHD, adults and those with special needs gain the ability to live independently, seniors on the cusp of homelessness rest easier in homes they can afford, men and women break loose from addiction and not just survive but thrive, and children—thousands of them each year—grow up free from the perils of poverty.

### **MISSION**

*Creating Opportunities: The mission of California Human Development is to create paths and opportunities for people to rise above barriers in their pursuit of better lives.*

## ■ About CHD

CHD is leading the way to overcome poverty in Northern California. First inspired in service to California's farmworkers, today CHD serves people of low income from many walks of life—giving 25,000 people a year in 31 northern California counties a hand up to the American Dream. At work since 1967, CHD's purpose then and today is to create opportunities for those who struggle most in our communities, helping them to secure the education, training, jobs and improved social conditions to live with independence and human dignity. CHD paves pathways of opportunity for our most vulnerable population and empowers our most at-risk residents to achieve self-sufficiency.

CHD's comprehensive human services programs are funded by federal, state, local and private sources. CHD reaches out across Northern California to rural towns and major metropolitan areas, offering a bilingual services network that includes:

- » **Training and Jobs** – Breaking the cycle of poverty for Northern California's vast population of migrant and seasonal farmworkers, this strong desire brought California Human Development into being in 1967 and it remains the driving force of CHD's mission today. CHD's farmworker services offices, training centers, and day labor centers help people of low income to obtain employment and greater financial stability across 31 Northern California counties. These programs empower individuals to pursue and achieve the American Dream—building successful lives, families, neighborhoods, and communities.
- » **Affordable Living** - CHD is dedicated to providing safe, decent, affordable housing for people with low income. This one act alone makes a huge difference in the fight against poverty—building stronger individuals, families, neighborhoods, and communities.
- » **disABILITY Services** – the "dis" is lowercase and "ABILITY" upper case to make an important point. People with disABILITIES have much more ABILITY than many people think! CHD has spent decades empowering their clients to grow, learn and succeed—preparing hardworking men and women of all levels of ABILITY to reach their potential and enjoy happier, more self-sufficient lives.
- » **Immigration & Citizenship** – CHD is a leading expert in this field. CHD knows the procedure inside and out, ensuring success for applicants and transforming people's lives at an exemplary rate. Additionally, CHD provides subsidies to make the process affordable. By providing people with legal immigration pathways, they in turn find better work and higher education—taking a bite out of poverty and building stronger communities.
- » **Drug-Free Living** – CHD understands the pain and destruction of drug and alcohol abuse. CHD offers residential treatment for women, sober living environments to help with transitional housing, and outpatient treatment for adults. As a non-profit working to overcome poverty in Northern California, CHD provides quality services at an affordable price—including rates up to 70% less than those charged by others providing similar services.

CHD's Board of Directors represents a cross-section of the communities the organization serves. The Board reflects and promotes anti-poverty leadership by assessing and responding to the causes of poverty in Northern California; overseeing program development and delivery to ensure positive outcomes; and guaranteeing the organization remains administratively and fiscally sound.



*We Open Doors, Build Strong Communities & Improve Lives*



## ■ The Region

With over fifteen administrative and field offices throughout Northern California, CHD's central headquarters is located in Santa Rosa, California.

Just 55 miles north of San Francisco, Santa Rosa is the largest city in California's Redwood Empire, Wine Country and the North Bay area. Santa Rosa sits at the northwestern gateway to the Sonoma and Napa Valleys of California's famed Wine Country. Many wineries and vineyards are nearby, as well as the Russian River resort area, the Sonoma Coast along the Pacific Ocean, Jack London State Historic Park, and the redwood trees of Armstrong Redwoods State Reserve. Santa Rosa's thriving downtown boasts three distinct shopping districts, five historic residential neighborhoods, arts and culture, events, great restaurants, famous chefs, wine tasting rooms, brew pubs, and a comfortable inviting atmosphere. Santa Rosa offers a multitude of performing arts options, including the Sonoma County Philharmonic, the Summer Repertory Theatre, the Santa Rosa Symphony, and the 6th Street Playhouse. Charles M. Schulz–Sonoma County Airport located just north of Santa Rosa is served by United, American, Alaska, and Sun Country airlines with flights to several cities in the western United States. Cycling enthusiasts from around the world are familiar with this city, which offers a wide variety of bike trails for all levels of experience. Farms, orchards, hopyards and vineyards surrounding Santa Rosa proper are a vital source of employment and nourishment for residents.

Endless outdoor activities under pristine, sea-to-sky, Northern California sunshine. The hub of American cycling, on road and off. A foodie paradise without the pretense. In the heart of wine country, but with an active urban subculture. Santa Rosa is a place for everyone.



## ■ The Position

Appointed by and reporting to the 12-member Board of Directors, the Chief Executive Officer (CEO) of CHD is responsible for implementing the mission and strategic goals and objectives of the organization. This complex position carries important political, policy, leadership, managerial, budgetary, public relations, and community affairs responsibilities. The Executive Director carries out his/her duties with the support of approximately 200 staff and a proposed operating budget of approximately \$16 million for the 2019-20 fiscal year.

The CEO performs essential responsibilities and duties including:

- » **Board Administration and Support** – Supports the mission of CHD and the volunteer tri-partite governance structure by advising and informing Board members, interfacing between Board and staff, and informing and supporting Board's evaluation of the progress of the strategic plan and CEO's evaluation and key financial and program benchmarks.
- » **Program, Product, and Service Delivery** – Oversees design, marketing, promotion, delivery, and quality of CHD's business divisions and programs, products and services.
- » **Financial, Tax, Risk, and Facilities Management** – Recommends a yearly budget for Board approval and prudently manages organization's resources within those budget guidelines according to current laws and regulations. Ensures that required audits and tax filings such as the Form 990 are completed on a timely basis.
- » **Human Resources Management** – Effectively manages the human resources of the organization, according to authorized personnel policies and procedures that fully conform to current laws and regulations, including employee recruitment, retention, compensation, development, disciplinary actions, and safety,
- » **Community and Public Relations** – Assures the organization and its mission, programs, products, and services are consistently presented in a strong, positive image to relevant stakeholders and partners.
- » **Fundraising** – Oversees fundraising planning and implementation, including identifying resource requirements, researching funding sources, establishing strategies to approach funding sources, submitting proposals, and administering fundraising records and documentation.
- » **Fund Development** – Ensures the financial resources necessary to accomplish the organization's mission by identifying both public and private resources; establishes strategies to approach these resources, including the cultivation of private donors; obtains resources and uses them effectively in accordance with CHD's mission; and appropriately tracks sources and uses of funds and acknowledges and thanks CHD's supporters.
- » **Advocacy** – The CEO must be the most ardent supporter of the organization and the clients served by CHD, promoting its values in all relevant spheres and maintaining its standing in the community.



## ■ Priorities for the new CEO include:

- » Preparing a new strategic plan, in conjunction with the Board of Directors and key members of staff. CHD's current strategic plan is nearing the end of its third year, with an update last year. The new CEO will be responsible for developing the vision and plan of where the agency should be in the next 5 and 10 years.
- » Understanding the rich history of CHD and the big picture of CHD's programs while anticipating what is on the horizon and moving CHD forward into 2021 and beyond.
- » Improving communication and collaboration between central administration and CHD's various programs, as well as between different divisions, and establishing a unified vision for the entire organization.
- » Enhancing CHD's fundraising/fund development activities, including the establishment of a unit dedicated to these efforts.
- » Researching and developing a more formalized plan related to CHD's affordable housing developments.
- » Increasing engagement with all communities and populations served.
- » Increasing opportunities for staff development, including management/supervisory training, in-service training, streamlining of hiring processes.
- » Working with each of CHD's program areas to establish measurable goals and objectives and evaluate progress.
- » Completing the compensation and benefits study currently in progress and developing a plan to effectively recruit and retain employees.





## ■ The Ideal Candidate

The ideal candidate is a seasoned management professional and visionary leader who brings a blend of passion and innovation to this position. Successful candidates will have a deep understanding of and empathy for the communities served by CHD and the many challenges faced by low-income and under-represented populations. Additional characteristics of the ideal candidate include:

- » Excellent communicator that first seeks to listen, who can build collaboration and establish a common vision with the Board and within the CHD staff
- » Ability to effectively establish strong relationships with a multitude of agencies and diverse stakeholders in order to advocate effectively and credibly for CHD initiatives and required funding.
- » Strong decision-maker who encourages input and feedback, while exhibiting flexibility and political astuteness.
- » A charismatic public speaker who is comfortable being the face of CHD to the public; local, state, and federal political and advocacy groups; current and potential funders; in community meetings; and while making presentations.
- » Previous experience with community-based organizations that provide a wide range of services to low income individuals
- » A professional demeanor and a proven track record of sound fiscal, technical and personnel management
- » Willingness to take risks and try new things
- » Ethical and transparent leader who is able to effectively develop, motivate, and inspire staff

### MINIMUM REQUIREMENTS

- » Bachelor's degree in relevant field such as Business Law, Public Administration, Social Work or closely related field is required; a Master's degree is preferred
- » Minimum of five years of experience in the general field of administration of public and privately funded programs, programs to assist low income individuals and a wide variety community services (Areas such as: personnel supervision, program planning and policy, budgeting and fiscal controls, management information systems) and with Community Based Organizations.
- » Experience at the executive management level.

## ■ Compensation and Benefits

The current annual salary range for the Chief Executive Officer is **\$150,000 to \$180,000**. The appointee will be offered a specific salary based on his/her qualifications.

CHD offers a comprehensive benefits package for full-time employees including medical, dental, vision; paid holidays, vacation and sick time; life insurance (company provided as well as supplemental), accidental death and dismemberment, long-term disability, and employee assistance program; 403(b) Retirement Plan with generous employer match, and Section 125 Flexible Spending Accounts. CHD values its employees and strives to provide work/life balance. We offer extensive opportunities for employee training, tuition reimbursement and professional development, not the least of which is our annual Jayne Ruiz Leadership Training program.

## ■ Application Process And Recruitment Schedule

**The position is open until filled** with first review of resumes on **Monday, May 11, 2020**. To be considered for this exceptional opportunity, please submit an electronic version of your resume (including dates of employment plus staff and budgets managed), cover letter, and the names of six professional references (two each of current or former: supervisors, direct reports, and colleagues) to: <https://secure.cpshr.us/escandidate/JobDetail?ID=643>



For more information contact:

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Resumes will be screened in relation to the criteria outlined in this brochure. Candidates deemed to have the most relevant qualifications will be invited to interview with the consultant, following which, the most qualified candidates will be referred for interviews with the CHD Search Committee. A final selection will be made upon completion of comprehensive reference and background checks.

