

Recruitment Profile
for
Executive Director



The Spahr Center
Corte Madera, CA

OCTOBER 2021

LEADERSHIP TRANSITION | EXECUTIVE SEARCH | BOARD ADVISORY

POSITION DESCRIPTION

Title: Executive Director

Organization: The Spahr Center

Reports to: Board of Directors

Location: Corte Madera (Marin County), CA

ORGANIZATION OVERVIEW:

The Spahr Center was created in 2014 through the merger of two existing organizations, the Marin AIDS Project (est. in 1982) and Spectrum LGBTQ Center (est. in 1984), by local community leader Janie Spahr. The Spahr Center is the premier non-profit, community-based agency serving, supporting, and empowering the LGBTQ+ community and people living with or at risk of HIV/AIDS in Marin County. The Spahr Center Board and staff are working every day to build a healthy and inclusive Marin where every person lives with freedom and equality.

Serving more than 350 active clients from youth to seniors, The Spahr Center provides programs, support, and services that include HepC/HIV testing and PrEP navigation; discussion groups, counseling, and therapy; case management and benefits advocacy; and emergency financial assistance for people living with HIV. In addition to community events and social activities (as allowed by COVID-19 restrictions), The Spahr Center conducts LGBTQ+ competency trainings for schools, businesses, and other nonprofits. It also operates a Food Pantry for clients and runs the only needle exchange program in Marin County.

Strategic Plan

Over the past year, The Spahr Center engaged hundreds of community members in the process of exploring the current and emerging needs of Marin's LGBTQ+ and HIV+ communities. The findings of that process are articulated in a new multi-year [Strategic Plan](#) that will serve as a roadmap for the future. Its strategic priorities include:

- **ENSURING THE SAFETY NET:** *"We will ensure a comprehensive safety net of services that supports all LGBTQ+, HIV-positive and affected individuals that enables them to thrive."*
- **INCREASING COMMUNITY CONNECTION:** *"We will increase opportunities for LGBTQ+ and HIV-positive affected people of all ages to have a sense of place, community, and belonging."*
- **GETTING TO ZERO ON HIV:** *"We will work to ensure that all HIV-positive people enjoy good health, quality of life, and are stigma free, while also preventing new cases of HIV infection among gay and bisexual men of color, women of color and people who inject drugs."*
- **BUILDING A MORE SUPPORTIVE MARIN:** *"We will build a Marin County that more open and genuinely embraces LGBTQ+, HIV-positive and affected people, and that provides expert, inclusive services to our community."*
- **SHOWING UP FOR RACIAL JUSTICE:** *"We will ensure that LGBTQ+ black, indigenous and people of color are empowered and that their needs are fully addressed by The Spahr Center and Marin County."*
- **ADVOCATING FOR OUR COMMUNITY:** *"We will organize LGBTQ+, HIV-positive and affected people, as well as our allies, to ensure public policy that increases the wellbeing and rights of our community."*

The Spahr Center has a current operating budget of around \$2.2M; the majority of its revenue coming from grants, contract, and 340B pharmacy income, with additional funding from foundations, individuals, and special events. The Spahr Center team includes a nine-person, volunteer Board of Directors and a 16-person staff (8 full-time, 8 part-time) in addition to a committed and active group of 25 volunteers.

PROGRAM HIGHLIGHTS

HIV Services & Support

- Medical Case Management
- Benefits Advocacy
- Emergency Financial Assistance
- Mental Health Counseling
- Food Pantry
- Education

HIV Prevention & Testing

- HIV/HEP C Testing Clinics
- Risk Assessment & Prevention Counseling
- PrEP Information & Linkage
- Syringe Access

LGBTQ+

- Youth Programs & Services
- Senior Programs & Services
- Caregiver, Parent, and Family Support Groups
- Mental Health Counseling
- Information, Education, and Training
- Community Resources

Education Information/Referrals

- Classroom Education
- Community Presentations & Trainings
- Information & Referral Services

<https://thespahrcenter.org/programs-services/>

THE SITUATION:

For the past two years The Spahr Center has been led by Executive Director Dana Van Gorder (he/him), an experienced nonprofit executive leader and veteran of the HIV/AIDS movement, who recently announced his retirement. The Spahr Center has thrived under Dana's leadership, adding programs and services, doubling in revenue, and building a more collegial and cohesive culture. The new Executive Director will step into an organization that is financially sound, poised for innovation and growth, and committed to advancing equity and inclusion at all levels of the organization. While The Spahr Center has been successful in developing secure funding streams for its HIV and Harm Reduction services, there remains a strong need and desire to increase revenue to ensure the sustainability of LGBTQ+ programming and services. Dana intends to complete his fulltime employment with The Spahr Center at the end of 2021 and then transition to part-time through the onboarding and integration of a new Executive Director in early 2022.

THE POSITION:

The Executive Director will assume day-to-day operating and oversight responsibility for The Spahr Center, including Organizational Leadership, Fundraising & Communications, Staff Supervision & Development, Financial Management (including contract and grant compliance), Community Building and Outreach, and Board Relations.

In partnership with the Board of Directors, the E.D. will oversee the implementation of the recently completed 2021-2025 Strategic Plan and lead the organization's exploration of a new or reimagined physical space to better accommodate the needs of a growing and diverse LGBTQ+ community. The E.D. will also function as a primary representative of The Spahr Center, and of the clients and communities it serves, at public events, in the media, and in coalition with other allied community organizations and leaders.

Current Spahr Center organizational priorities (as identified recently by internal and external stakeholders) include:

- Ensuring financial sustainability through growth and diversification of fundraising programs, capacity, and results
- Broadening outreach and engagement with traditionally underserved populations; in particular, BIPOC and trans/nonbinary individuals
- Improving, expanding, and bringing innovation to both HIV/AIDS and LGBTQ+ programs and services
- Strengthening operational systems and structures that support people, programs, and organizational growth, prioritizing diversity, equity, and inclusion at all levels of the organization
- Further establishing The Spahr Center's position as a leader in LGBTQ+ and HIV services and a valued community partner Marin County.

For more information on The Spahr Center, see www.thespahrcenter.org

RESPONSIBILITIES:

[NOTE: We understand no single candidate will have equal expertise in all of the areas of responsibilities. Successful candidates will possess a compelling combination of many of them and the self-awareness and wisdom to leverage existing and/or new resources in the area(s) where they lack personal mastery.]

Organizational Leadership & Strategic Development

- Works collaboratively with the community, Board of Directors, and staff to establish a strategic vision for The Spahr Center's programs and services, and to implement plans and programs to advance its mission
- Embraces The Spahr Center's mission and develops a vision that leverages the past with strategic opportunities for the future
- Provides oversight, direction, and support to HIV and LGBGQ+ programs and support
- Enhances programmatic focus on data/analytics, evaluation, and measurement of outcomes and impact

Development/Fundraising

- Leads efforts to grow and diversify The Spahr Center's funding, with support from Board and development team/resources
- Develops resources necessary to ensure the financial health of the organization
- Continually works to grow revenue for the agency from individual, government, corporate and foundation sources, as well as planned giving
- Assures adequate agency staffing and Board support to achieve fundraising goals
- Engages in public speaking and community outreach with the goal of building support for the agency

Fiscal Management

- Provides transparent fiscal stewardship of the organization, proactively developing and managing financial resources to ensure its fiscal health
- Develops, manages, and monitors an annual operational budget
- Builds an accounting team that assures the thoroughness, accuracy, and integrity of all financial activities
- Assures compliance with Generally Accepted Accounting principles for managing agency finances
- Ensures that all regulatory and funding reports are prepared and delivered in a timely manner
- Delivers reports to the Board of Directors that clearly communicate the financial position of the agency

Staff Management & Leadership Development

- Maintains a professional climate that supports staff in setting and achieving goals while attracting and retaining top-quality talent;
- Provides professional development opportunities for staff to learn new skills and enhance performance;
- Supervises the hiring, training, development, retention, and/or termination of staff;
- Revises organization structure and job descriptions as necessary (and within budget parameters) to maximize capacity and impact;
- Advances an inclusive, performance-based culture that is collaborative, transparent, and respectful/affirming of all backgrounds and identities.
- Assures the presence of a strong volunteer program to support the mission of the agency

Community and Capacity Building

- Establishes and maintains positive relationships with all stakeholders and potential supporters of the agency
- Broadens outreach to historically under-served individuals and communities while deepening engagement with current constituents, supporters, and partners
- Builds, preserves, and embodies a positive image of the values and work of The Spahr Center
- Serves as an active and visible representative of the agency in the community
- Establishes and maintains relationships with decision-makers, and other strategic allies

Board Relations

- Works with the Board of Directors to lead The Spahr Center in a manner that supports and guides the organization's mission
- Communicates effectively, and in a timely and accurate manner, all information necessary for the Board to function properly and to make informed decisions
- Supports the Board's efforts to recruit, train and retain effective Board members

CANDIDATE PROFILE:

The Executive Director of The Spahr Center will be an experienced, visionary, and principled nonprofit leader capable of operationalizing and advancing the agency's strategic plan and priorities. Successful candidates for this position will demonstrate passion for The Spahr Center's mission and the communities it serves, as well as personal familiarity with the issues currently facing the LGBTQ+ community and people living with HIV/AIDS; ideally from lived experience. They should be empathetic, warm, and people-centered, while at the same time bringing professional skills and knowledge of systems, processes, and policies to lead the organization to new levels of growth and success. Regardless of professional background, the ability to lead effectively across differences in age, sexual orientation, gender identity, racial and ethnic background, ability, and socioeconomic status is essential.

Required Skills and Experience (Must Have):

- Minimum of seven years of successful senior leadership and management experience (CEO, Executive Director, Deputy Director or similar), ideally in a nonprofit environment;
- Successful track record of nonprofit revenue development including government contracts, individual donors, corporate and foundation giving, and special event fundraising;
- Experience identifying and developing new and innovative revenue streams;
- Excellent people and team management skills with proven ability to positively coach and mentor staff while also ensuring accountability for results and outcomes;
- Strong financial management skills, including budget preparation, analysis, decision making and reporting in an organization of comparable (or larger) size and complexity;
- Ability to cultivate strategic relationships with clients, volunteers, funders, elected officials and policy makers, community partners, LGBTQ+/HIV/AIDS movement leaders, and allies;
- Exceptional written and verbal communication, presentation, and facilitation skills;
- Intersectional understanding of LGBTQ social, political, and equity issues and ability to connect authentically with diverse people, populations, and audiences;
- Demonstrated capacity to lead all aspects of a non-profit agency, including board governance; program development, implementation, and evaluation; community relations and marketing; HR/employee relations; oversight of operations, administration, and facilities.

Desired Skills and Experience (Nice to Have):

- Leadership experience in another HIV/AIDS agency, Community Center, or other LGBTQ+ organization;
- Previous experience in the HIV/AIDS movement and/or in a related health and wellness environment health;
- Knowledge of the current HIV/AIDS policy at the state and national level;
- Training, education, or practical experience in marketing and/or public relations;
- Program design, development, and/or evaluation expertise;
- Previous DEI/anti-racism/anti-bias training (as an individual or as part of an organization);
- Knowledge and/or experience overseeing human resources policies and practices;
- Knowledge of Marin County political and philanthropic landscape.

Desired Personal Qualities and Characteristics:

- Strong interpersonal skills and high level of self-awareness;
- Authentic commitment to equity and inclusion as core values;

- Bridge builder, collaborator, and reliable partner – internally and externally;
- Fair, balanced, and transparent leadership style;
- Authentic, engaging, and dynamic public speaker;
- Well-developed and inclusive vision of who and what the LGBTQ community is;
- Accessible, relatable, personable, and warm personal style;
- Empathy and compassion;
- Sense of humor.

COMPENSATION AND BENEFITS:

The Spahr Center is offering a comprehensive compensation package that includes a base salary up to \$130,000 – depending on skills and experience – and full benefits. Benefits include health, dental, and vision insurance (with 100% of premium costs covered by The Spahr Center); 3 weeks of paid vacation; 13 paid holidays annually; a 403(b) retirement savings plan; and long-term disability, AD&D, and life insurance.

TO APPLY:

Inquiries, nominations, or applications (including a resume and cover letter framing interest and fit with this Recruitment Profile) can be sent in confidence, to search@kevinchasesearch.com. We are pleased to answer any questions or supply further information.

Kevin Chase Executive Search Group has been retained to lead this recruitment effort on behalf of The Spahr Center. The Spahr Center is an equal opportunity employer; a diverse workforce and inclusive culture are core values. The Spahr Center and Kevin Chase Executive Search Group welcomes applications from all qualified individuals without regard to race, ethnicity, religion, gender, sexual orientation, gender identity or expression, age, national origin, marital status, citizenship, disability, or veteran status. LGBTQ and/or BIPOC candidates are strongly encouraged to apply.

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All inquiries or referrals will be held in strict confidence.

Please note that all education, dates of employment, compensation and other information provided will be verified prior to an offer of employment.