

**Recruitment Profile**  
for

**Executive Director**



***The Spahr Center***  
***Marin County (San Francisco Bay Area), CA***

**OCTOBER 2022**

**LEADERSHIP TRANSITION | EXECUTIVE SEARCH | BOARD ADVISORY**

**Title:** Executive Director

**Organization:** The Spahr Center ([www.thespahrcenter.org](http://www.thespahrcenter.org))

**Reports to:** Board of Directors

**Location:** Corte Madera (Marin County), CA

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**THE SITUATION:**

Kevin Chase Executive Search Group is again launching a national search for the permanent Executive Director of The Spahr Center in Marin County because the previously placed E.D., Adrian Shanker (he/him) – already a member of the President’s Advisory Council on HIV AIDS (PACHA) – has been appointed as a Senior Adviser on LGBTQ+ Health Equity in the Biden-Harris Administration (see: [Advocate: Biden Names Adrian Shanker Sr. Adviser on LGBTQ+ Health Equity](#)). This is a once-in-career-opportunity for Adrian, and while his departure will be a loss for Marin County and The Spahr Center, it is simultaneously a big win for LGBTQ+ health equity across the country.

The Spahr Center has made significant progress under Adrian’s leadership and prioritization of critical operational improvements. Adrian also led a rebranding effort (including a new logo and website), an expansion of programs for LGBTQ+ families, the launch of a new Training Institute, and the addition of an experienced Chief Development Officer during his tenure. Prior to Adrian’s appointment, the agency was led for three years by HIV+ movement veteran Dana Van Gorder (he/him). Under Dana’s leadership, the organization doubled in both revenue and staff size.

The Spahr Center Board of Directors recently engaged an experienced, professional Interim Executive to guide the organization through this important transition. It is envisioned that the Interim Executive will remain in leadership of through the course of the search and the selection and onboarding of a new, permanent Executive Director.

**ORGANIZATION OVERVIEW:**

Located in Corte Madera, CA, (about 30 minutes north of San Francisco) The Spahr Center serves LGBTQ+ and HIV-affected communities throughout Marin County. It is the largest and longest established LGBTQ+ community center in the County which is home to 260,000 people. The Spahr Center was created in 2014 through the merger of two existing organizations, the Marin AIDS Project (est. in 1984) and Spectrum LGBTQ Center (est. in 1982), both originally founded by national and local LGBTQ local community leader Janie Spahr. As Marin County’s LGBTQ+ community center and AIDS Service Organization, the agency provides both cultural and community programs as well as health programs and direct services.

The Spahr Center has a current operating budget of around \$2.9M; the majority of its revenue coming from grants, contracts, 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 17-person staff (10 full-time and 7 part-time).

Serving more than 600 active clients from youth to seniors annually, The Spahr Center provides programs, support, and services that include

- **HIV/AIDS Services:** case management, benefits advocacy, food access, and emergency financial assistance
- **Health promotion and prevention:** Hep C and HIV testing, PrEP navigation, syringe access, Narcan distribution and training
- **Mental health programs:** free and sliding scale therapy for LGBTQ+ youth and adults, and people living with HIV.



- **LGBTQ+ youth programs:** groups for middle school and teens, both in school and on-site at The Spahr Center, and LGBTQ+ youth empowerment events throughout the year.
- **LGBTQ+ family programs:** groups for parents and grandparents of trans kids, monthly events for LGBTQ families, monthly drag story time events.
- **LGBTQ+ older adult programs:** discussion groups and community events for seniors
- **Training Institute:** cultural competency training for healthcare, education, older adult agency, and non-profit agencies

The Spahr Center remains an agency in transformation and requires an experienced Executive Director who brings a personal depth of knowledge and skills in organizational development, operational excellence, and financial management. The agency’s highly skilled senior management team includes a Director of Programs and Communications, Director of Finance and Operations, and Chief Development Officer.

### **Strategic Plan**

The Spahr Center recently adopted a new strategic plan after engaging hundreds of community members in the process of exploring the current and emerging needs of Marin’s LGBTQ+ and HIV-affected 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**
- **INCREASING COMMUNITY CONNECTION**
- **GETTING TO ZERO ON HIV**
- **BUILDING A MORE SUPPORTIVE MARIN**
- **SHOWING UP FOR RACIAL JUSTICE**
- **ADVOCATING FOR OUR COMMUNITY**

For more information on The Spahr Center, see [www.thespahrcenter.org](http://www.thespahrcenter.org)

### **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.

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 in Marin County.

In partnership with the Board of Directors, the E.D. will oversee the continued implementation of the 2021-2025 Strategic Plan and lead the organization’s pursuit of more fully and inclusively responding to the needs of a



## **PROGRAM HIGHLIGHTS**

### **DIRECT HIV Health & Support Services**

- HIV Care Planning & Case Management
- Emergency Financial Assistance
- Benefits Advocacy
- Medication Access
- Counseling & Peer Support
- Food Pantry

### **HIV Prevention & Testing**

- HIV & HEP C Testing
- PrEP & PEP Information & Linkage
- Sexual Health and Wellness “Drop In” Support
- Syringe Services and Overdose Prevention

### **Cultural & Community Programs**

- Youth & Family Programs
- Senior Programs

### **The Training Institute**

- LGBTQ+ Cultural Awareness
- LGBTQ+ Health Equity
- Information & Referral Services

### **See:**

- <https://www.thespahrcenter.org/health-programs>

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.

### **RESPONSIBILITIES:**

*[NOTE: It is understood that 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 programs and services
- 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 organizational 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; etc.

**Desired Skills and Experience (Nice to Have):**

- Leadership experience in another HIV/AIDS agency, Community Center, or other LGBTQ+ organization;
- Experience in operations and administration in a nonprofit 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 in the range of \$120,000 to \$140,000 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; 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](mailto: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, BIPOC, candidates and those with lived experience of HIV 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.*

