



CARLSONBECK

EXECUTIVE SEARCH FOR PHILANTHROPY & NONPROFITS

## Position Specification



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Executive Director

21 September 2018



Carlson Beck advises **Ann Martin Center** on the basis of an exclusive consulting engagement.



## POSITION SPECIFICATION



**THE POSITION:** EXECUTIVE DIRECTOR

**REPORTS TO:** BOARD OF DIRECTORS

**LOCATION:** EMERYVILLE, CALIFORNIA

### THE ORGANIZATION

#### **Mission**

*Ann Martin Center is dedicated to improving the lives of at-risk children, youth, and their families in Alameda County by providing psychotherapy, educational therapy, diagnostic assessment, and training. We promote healthy emotional development and effective learning skills. We nurture confidence, resilience, and the ability to make positive choices that strengthen caring relationships, independence and productivity. The Center is distinguished by its emphasis on both emotional and educational support.*

#### **Vision**

Ann Martin Center believes that its unique practice of evaluating and supporting both a child’s emotional health and learning development leads to confident, resilient, and productive individuals. It believes that its commitment to serving diverse populations of children and their families strengthens its greater community. By being sensitive to differences in learning ability, race, gender, socioeconomic level, sexual orientation, and faith, Ann Martin Center is part of a national conversation about inclusivity. Board and staff envision a future where Ann Martin Center is a model in the San Francisco Bay Area and beyond for providing and disseminating best practices and meaningful positive outcomes for children through assessment, prevention, early intervention, and parenting services that promote emotional well-being and school success.

#### **Overview**

Ann Martin Center is a leading nonprofit organization that provides mental health services and educational support to at-risk youth and their families in Alameda County. It was recently selected as 2016 California



Nonprofit of the Year for East Bay Assembly District 15. Along with its outpatient clinic in Emeryville, it also operates mental health programs in 12 Oakland public and charter schools. Founded in 1963, the Center is distinguished by its emphasis on both emotional and educational support. Ann Martin Center provides APA accredited training and supervision for postgraduate psychology interns.

A detailed description of Ann Martin Center’s services can be found at [www.annmartin.org](http://www.annmartin.org).

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

Ann Martin Center is governed by a six-member Board of Directors. It has a leadership and administrative staff of 15 including key executive leaders such as the interim Executive Director and the Chief Financial Officer. Testing and treatment services are provided by 55 full- and part-time psychologists, social workers, marriage family therapists, clinical counselors, and learning specialists.

The annual operating budget is approximately \$4.9M and reflects contracts for services to MediCal and indigent clients (95%), a small amount of private pay clients, and some contributed income.

### ***Organizational Culture***

Ann Martin Center works with some of the most vulnerable children of its community. The work is demanding, and Ann Martin Center staff bring a rigor of professional standards as well as a level of compassion and human kindness to their work on a daily basis. They are mission-driven professionals doing mission-based work. As such, the ideal organizational culture is one of support, nurturing, mentoring, and professional development. The organization takes a “client first” focus in its work. The culture Ann Martin Center strives for, as exemplified by the Executive Director, is one of high levels of communication, transparency, support, candor, and continuous learning and improvement.

### **THE POSITION**

The Executive Director (“ED”) of Ann Martin Center is responsible for visionary leadership and savvy management of the organization, including establishing long-range goals, organizational strategies, plans and policies. Additionally, the ED is ultimately responsible for favorable contracts, effective programs and services, fundraising for self-sustainability, financial operations, and external relations (building and stewarding relationships with public school districts, behavioral health agencies, elected representatives, serving as the spokesperson, participating on conference panels and making presentations, raising Ann Martin Center’s profile).

Ideally, this executive comes with a clinical behavioral health background and the ability to maneuver effectively in the county mental health world. She/he will be familiar with the types of clients and range of services required by at-risk children and youth and the barriers they face in getting care. She/he will understand how the programs offered at Ann Martin Center contribute to the welfare of individual children, their families, and the broader community and appreciate the challenges of providing culturally sensitive, trauma informed services.

The ED is charged with delivering on the mission, programs and services, and strategic goals of the organization in a fiscally, ethically and legally sound manner. The ED plays a leading role, partnering closely with the Board of Directors and Senior Management Team, in developing and articulating the strategic direction of Ann Martin Center and implementing the resulting strategies and initiatives. The ED will help



foster and enable increased communication between the Board and staff, resulting in more alignment of information, perspective, and desired goals and outcomes. The ED will build relationships with key external partners, such as county health officials, school districts, elected officials, and other influencers, to further and support Ann Martin Center's work throughout its impact area of Alameda County.

The ideal candidate is a strong leader with excellent management, communication and motivational skills. She/he is a seasoned administrator with several years of proven experience and a deep understanding of and talent in effective and inspirational management of staff, government contracting, fundraising, and Board relations. She/he will be skilled at managing a multi-service organization and able to ensure consistent philosophy, ethos, business practices, and standards across the various programs.

Broad nonprofit management experience is highly desired or comparable professional experience, as is credibility with Ann Martin Center's Board, staff, county mental health partners, behavioral health agency peers, private clients, funders, and donors.

A successful candidate must demonstrate the presence and maturity to work effectively with and inspire a committed volunteer Board, individual and institutional donors, municipal government partners, elected officials, and professional staff.

The ED of Ann Martin Center reports to the Board of Directors, with the Board Chair as the primary liaison.

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

The challenge and opportunity for the new ED is to be externally facing in relationship building activities that raise Ann Martin Center's profile, increase and extend its program and service partnerships, and garner additional private donor financial support. This external work has an internal counterpart of leading and managing staff, motivating and inspiring them with the knowledge and understanding of the deep demands of the nature of behavioral health services on the health care providers. This is also a rebuilding opportunity for the organization, where a thoughtful and thorough evaluation of the operations and services has the goal of enhancing and optimizing them. Inspiring and motivating staff, and aligning Board and staff is a top priority for the new ED. A strategic planning process may be the appropriate vehicle for engendering this alignment. A supportive and mentoring leader with high emotional intelligence will enhance staff's ability to fulfill Ann Martin Center's mission.

This is an opportunity to be a leader and inspirational advocate in the field of children's behavioral health and community mental health. Additionally, the integration of services focusing on both emotional and educational needs provides an opportunity to be a model for the region. Ann Martin Center's track record of success and impact make this opportunity highly attractive for the right professional.

### **Responsibilities**

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

- Offers deep knowledge of the public health and mental health worlds to Ann Martin Center in order to better serve its constituents.
- Provides leadership and management to ensure that the mission and values of the organization are put into practice.
- Establishes credibility throughout the organization and with the Board of Directors as an effective developer of solutions to business challenges.

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- Spearheads the development, communication and implementation of effective growth strategies and processes.
  - Responsible for driving the organization to achieve budget targets, profitability, cash flow and business goals and objectives.
  - Fosters a success-oriented, accountable environment within the organization including promoting collaboration and appropriate integration across all programs at AMC; motivates, leads, attracts, and retains a diverse, high-performance management team.
  - Models and promotes positive culture and workplace values for all staff.

#### **Governance**

- Collaborate with the Board Chair and Executive Committee in setting Board meeting agendas, preparing materials and managing meetings.
- Assist the Board in recruiting new members and establishing an effective committee structure and related governance guidelines.
- Serve in an *ex-officio* capacity on Board committees, including Finance, Development, Strategic Planning, and others as requested by the Board.

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

- Directs the preparation of Requests for Proposals and obtains new Program Contracts.
- Oversees government contracts including negotiation of annual renewals and ongoing interaction with key government administrators.
- Collaborates with the Senior Management Team to develop and implement plans for the operational infrastructure of systems, processes and personnel designed to accommodate the growth objectives of the organization.
- Responsible for driving the organization to achieve budget targets, profitability, cash flow and business goals and objectives.
- Oversees the establishment of management processes, IT systems and communication channels which enable effective and efficient delivery of programs and management of Ann Martin Center, and ensure quality and compliance.
- Demonstrates knowledge of programs; exercises critical analysis and good judgment in program planning, oversight, and evaluation.

#### **Fundraising**

- Promotes a culture of philanthropy at Ann Martin Center where all staff and Board members bring top-of-mind awareness to how to enhance private support for the organization.
- Works with development and grant writing to ensure funding for programs and services.
- Collaborates with the Development Committee to assure strategic and sustainable fundraising plans.
- Involves board members and other volunteers in fundraising committee, activities, and events.

#### **External Relations**

- Acts as lead “client-care officer” through direct contact with community and external partners.
- Serves as the primary spokesperson and “face” of Ann Martin Center in the field and community.
- Represents the organization with clients, donors, supporters, and business partners.
- Oversees the development and implementation of the Community Education Program.
- Actively seeks opportunities to speak on panels at industry conferences, give presentations, serve as a thought leader on trends and activities in behavioral health services and policy.
- Is the inspirational and motivational leader of Ann Martin Center’s organizational brand, and the efforts to elevate it.



### **Human Resources**

- Oversees the development and implementation of HR policies, procedures and practices.
- Collaborates with appropriate staff to implement performance management process for staff which includes regularly monitoring staff performance and annual performance reviews.
- Establishes a learning environment by providing opportunities for staff development and education.

### **CANDIDATE QUALIFICATIONS/EXPERIENCE**

**Experience:** Minimum of 10 years of senior level nonprofit management and leadership 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 history of fiscal responsibility for organizational profit and loss.

Experience leading and managing a “turnaround” enterprise.

Experience leading organizational 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 and working knowledge of contracting, development, proposal and grant writing, and managing a \$5M annual operating budget.

Demonstrated experience of the nonprofit environment and activities strongly preferred. Experience serving at-risk and under-resourced communities and families strongly preferred.

**Education:** Master’s degree or higher in Psychology, Social Work or related field is preferred.

### **COMPETENCIES/ATTRIBUTES**

The successful candidate will **have:**

- Ability to lead the demands of a nonprofit mental health organization.
- Professional experience and knowledge of at-risk and under-represented communities and families.
- Knowledge of current local, state and federal laws and regulations and accreditation standards related to the delivery of behavioral health services.
- Experience with government contracts, health insurance requirements and MediCal billing.
- Experience working with consumers, funders and other stakeholders in a positive and professional manner at all times.
- Experience with fundraising and grant writing for nonprofits.

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- Excellent oral and written communication skills -- speaks clearly and persuasively in positive or negative situations, demonstrates group presentation skills and conducts meetings; completes written correspondence and other formal communications skillfully and professionally
  - Ability to build and maintain a collaborative environment between Center programs and staff
  - Excellent computer skills, including extensive work with Microsoft Office
  - Familiarity with business analysis, continuous quality improvement and quantitative methods
  - A sense of humor and a containable ego

The successful candidate will **be**:

- Passionate about Ann Martin Center's mission.
- A dynamic self-starter with demonstrated ability to lead and manage enterprise goals and objectives.
- Professionally discreet, with the ability to maintain a high level of confidentiality, and a positive professional demeanor in representing the organization.
- 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.
- Customer Service oriented -- manages difficult customer (internal as staff and external as partners) situations, responds promptly to customer needs and solicits customer feedback to improve service.
- Focused on quality management -- looks for ways to improve and promote quality and demonstrates accuracy and thoroughness.
- Well organized and planning-oriented -- prioritizes and plans work activities, uses time efficiently and develops realistic action plans.
- Adaptable and flexible -- adapts to changes in the work environment, manages competing demands and is able to deal with frequent change, delays or unexpected events.
- Dependable -- is consistently at work and on time, follows instructions, responds to management direction and solicits feedback to improve performance.

### **Special Requirements**

All potential hires will be fingerprinted and should receive clearance through the Department of Justice.

### **COMPENSATION**

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

***Ann Martin Center 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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