CHIEF EXECUTIVE OFFICER
Children’s Home of Stockton
Stockton, CA

Leadership Search Partners is a search firm focused exclusively on the nonprofit sector. Based in Berkeley, the firm works with local, regional and national nonprofits across California to help them hire exceptional senior-level leaders.

Managing Director & Principal Leyna Bernstein is leading this search assignment. Inquiries may be made, in confidence, to Leyna Bernstein at leyna@leadershipsearch.com.
**TITLE:** Chief Executive Officer

**ORGANIZATION:** Children’s Home of Stockton

**LOCATION:** Stockton, CA

**REPORTS TO:** Board of Directors

**ABOUT THE ORGANIZATION**

The Children’s Home of Stockton (CHS) gives at-risk youth a chance for a productive life through treatment and education in a safe, nurturing environment.

CHS is a non-profit, state-licensed agency providing 24-hour residential care and treatment to severely emotionally disturbed and disadvantaged children and adolescents. Seven psychiatric-level treatment programs, located in six centralized residential cottages and one community based emancipation cottage, provide highly specialized services to youth ages 8-17 facing a range of behavioral and psychological challenges. CHS also operates a Non-Public School (NPS) program. The NPS provides special education services for program residents and for a day student population referred from seven local school districts.

CHS is one of the largest social services organizations in Stockton, and has been serving at-risk youth in California for 134 years. It has evolved from a receiving home for children to a state of the art residential treatment agency for children and youth referred by the juvenile courts from throughout the entire state. CHS has a sterling reputation and continues to grow in service provision to meet the needs presented by an ever-changing population.

CHS is located on a large, multi-building campus in a park-like setting in downtown Stockton. The campus includes the beautifully renovated original 1912 Children’s Home building housing administrative offices and a café where residents gain work experience. Three individual cottages, a triplex, a special education school, and a nearby transition home for emancipated youth make up the additional facilities.

CHS has an annual budget of $7.5M, 120 staff, a stable and dedicated senior management team, and is in the process of being accredited by the national Council on Accreditation. The agency has an engaged community board, an active Auxiliary whose 30+ members raise funds for and participate in extracurricular activities for every youth served by the agency, and a separate foundation which owns the facilities and safeguards CHS’ financial assets.
ABOUT THE OPPORTUNITY

CHS is at an exciting pivot-point in its long life as a youth services nonprofit. The current Executive Director is retiring after five outstanding years of leadership. He followed a 28-year leader, and brought many innovations and operational upgrades to CHS. Chief among these was a shift to group home Rate Classification Level 12 from Level 9, which took effect in 2015.

CHS is further adapting to the changes brought about by residential care reform in California by becoming nationally accredited by the Council on Accreditation.

Given the evolving landscape for group home care in California, CHS has been in thoughtful discussions with funders and collaborating agencies about broadening the scope of its services. The new CEO will be charged with working in partnership with the Board of Directors and senior staff to forge a new long-range vision for the agency. This is an opportunity for a strategic and committed leader to develop and implement plans to maintain CHS’ considerable organizational strength and high quality of outcomes for the at-risk youth entrusted to its care.

Responsibilities

The CEO is accountable to the agency’s Board of Directors. The CEO serves as the chief executive officer of CHS and manages through delegation all service delivery, revenue generation, external relations, operations and fundraising functions.

The CEO serves as the primary spokesperson for the agency, builds coalitions with partners to achieve strategic objectives, develops a long-term strategy for sustainable funding, maintains long-term relationships with primary funders, identifies growth opportunities, partners with the Board in setting strategic direction, and develops an accountable, empowered staff.

Specifically, the CEO is responsible for:

- **Strategic Direction**
  Lead the organization in the development and implementation of long-term vision, strategies and plans that are designed to maximize the effectiveness of youth services and meet the challenges of a changing residential care landscape. Ensure ongoing assessment of current programs, administration and structure, and identify needed changes.
Leadership
Develop and support a cohesive, collaborative and effective senior management team. Provide leadership to ensure a safe, productive and enjoyable working environment for all staff and volunteers.

Organizational Leadership
Ensure that human resources and management practices support a compassionate, high-performing, accountable culture, placing the highest priority on positive outcomes for the children and youth CHS serves. Ensure that CHS provides for the health and safety of the youth in its care, and identify and resolve liability and risk issues in partnership with the Board.

Financial Resource Development
Continually monitor and assess government contracts to ensure continuity of service, and proactively assess shifts in funding in terms of program direction. Develop and implement plans for income diversification. Work closely with the Board, Auxiliary members and volunteers to maintain and grow contributed revenue.

Financial & Administrative Management
Ensure that CHS operates in a financially sustainable manner, and maintain effective financial management practices from the executive office to the program management level. Work closely with the Board of Directors and its committees to ensure strong and appropriate fiduciary oversight, governance and engagement.

Programmatic Impact
Assume overall accountability for programmatic success, including ensuring that outcomes are set, measured and met/exceeded. Oversee continual assessment of program relevancy and sustainability, and stay well informed on trends in behavioral health services and residential care reform.

Board Relations
Maintain an effective and collaborative working relationship with the board as a whole and with individual board members. Ensure that the board is provided with timely, accurate and pertinent information based upon agreed-upon organizational performance goals and benchmarks. Actively participate in board recruitment and advise and support the board in being highly effective in its governance role.
• **External Relations**
  Serve as an effective spokesperson for the agency to a wide variety of audiences, and represent CHS’ programs and successes to funders, partners, students, families and the general public. Ensure that CHS has effective communications and marketing, and that the agency’s stellar reputation is maintained.

**Professional Experience/Qualifications**

CHS seeks an inspirational and strategic leader with a deep commitment to serving at-risk youth. S/he will be passionate about CHS’s work, and will have a proven track record of delivering results on plan and on budget. The position is ideal for a leader with senior level experience in an organization larger than CHS looking to step into his or her first CEO role.

**Experience:**

- 15+ years of progressively responsible experience in nonprofit organizations serving at-risk children and youth
- Senior leadership experience in an organization similar in size or larger than CHS
- Significant experience negotiating contracts with public entities, record of increasing diversity and amount of income over time. Prior bottom-line accountability for multi-million dollar budget
- Experience hiring and managing senior level staff
- Prior successes in fundraising through events, individual donor relations and/or grant seeking

Preferred but not required:

- Senior management experience in a nonprofit providing residential treatment for children and youth
- Prior experience reporting to and/or serving in a leadership role on a nonprofit board

**Skills:**

- Inspirational leader with the proven ability to hold others accountable for performance necessary to achieve vision and mission impact
- Skilled at hiring and retaining, coaching and mentoring senior staff
- Strategic thinker with ability to identify emerging opportunities and threats and develop organizational responses with appropriate levels of buy-in
- Strong financial acumen; comfort and facility using financial data to support and drive decision making
- Team player skilled at collaborative decision-making
Demonstrated ability to forge new external partnerships and relationships and steward existing ones
Proven ability to work effectively with persons of different value systems, ethnicity, cultural backgrounds, sexual orientation, language capabilities and disabilities

Knowledge:
- General knowledge of youth development, and significant understanding of effective treatment models for children and youth with emotional, mental and/or developmental disabilities
- Knowledgeable about current trends in residential services for at risk children and youth
- Familiar with special education trends and the structure and funding for NPS
- Strong understanding of financial constraints and financial management of services funded through public sector contracts, ideally in California
- Good understanding of nonprofit governance

Personal Characteristics:
- Values driven with a passion for helping at risk kids
- Energetic, with a strong work ethic and the stamina to maintain a demanding schedule
- Skilled, articulate communicator equally comfortable at center stage and serving as stage manager; enjoys being public face of an organization
- Straightforward, transparent and authentic; very comfortable in his/her own skin
- A consensus builder with strong listening skills; empathetic
- Desire and ability to be a collaborative partner with a governing board
- Record of voluntary leadership roles in a variety of settings
- Highest ethical standards and outstanding judgment

Education:
- Bachelor’s Degree required
- Master’s Degree in Business, Social Work, Education or related field strongly preferred

COMPENSATION

A highly competitive compensation and benefits package will be made available to the qualified candidate.
TO APPLY

Leadership Search Partners is conducting this search on behalf of the Children’s Home of Stockton. Interested candidates should apply via email by sending a letter outlining qualifications, a brief bio, and resume as pdf or Word documents to leyna@leadershipsearch.com, with “Children’s Home of Stockton” in the subject line. Applications will be accepted through Friday, May 20, 2016.

Inquiries may be made, in confidence, to Search Consultant Leyna Bernstein at 510-542-2922.

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