



POSITION SPECIFICATION

# EXECUTIVE DIRECTOR

Horizon Services, Inc.

Hayward, CA

## **Leadership Search Partners**

is a search firm focused exclusively on the nonprofit sector. Based in Berkeley, the firm works with local, national, and international nonprofits 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](mailto:leyna@leadershipsearch.com).



**TITLE:** Executive Director

**ORGANIZATION:** Horizon Services, Inc.

**LOCATION:** Administrative Offices in Hayward, CA

**REPORTS TO:** Board of Directors

## MISSION

The mission of [Horizon Services, Inc.](#) is to improve the quality of life for individuals, families and the community affected by alcohol and drug abuse and mental health issues by providing compassionate, effective prevention, treatment and recovery services.

## ABOUT THE ORGANIZATION

Horizon Services, Inc. (HSI) is a community-based behavioral health care agency serving men, women and youth struggling to overcome substance use and mental health challenges. HSI operates programs in three Bay Area counties – Alameda, Santa Clara and San Mateo – and is known for its long history of innovation, quality services and commitment to cultural competency.

HSI programs have helped individuals and families recover from alcohol and other drug problems and have provided, either directly or indirectly, recovery services for those with a mental health diagnosis since 1974. The agency operates six different programs in the cities of Hayward, Oakland, San Leandro, San Mateo and San Jose. Each year, HSI serves over 9,300 clients in its treatment programs and reaches 54,000 youth through its prevention services.

HSI provides immediate, short-term recovery programs through Cherry Hill Detox and Sobering Station in San Leandro (the largest facility in Northern California), Palm Avenue Detox in San Mateo and Horizon South in San Jose. Long-term recovery programs are Cronin House (co-ed residential program in Hayward), Chrysalis (residential program for women in Oakland) and Horizon South (residential program for men in San Jose). Project Eden serves youth and families with prevention, pre-treatment and outpatient treatment programs in schools and at a central site in Hayward. Project Eden programs include School Based Psycho-Educational groups and Crisis Intervention, Outpatient Substance Abuse Counseling Services, Supportive Intervention Services to LGBTQ youth and Friday Night Live.

The agency maintains very strong relations with its funders in the counties in which it operates, and is widely known regionally and across the state for the caliber of its services and for adapting rapidly to changes in the behavioral health care field. It has a current operating budget of \$8.5m, owns properties in Hayward and Oakland, has a staff of 120 and an 8-member governing board of directors.



## ABOUT THE OPPORTUNITY

This is a rare opportunity to lead a well-respected and effective behavioral health agency known for its innovation and commitment to clients.

HSI's current Executive Director, Keith Lewis, is retiring in July after many years of successful leadership. The Board is seeking a visionary and seasoned leader to take HSI into a new era while building on its strengths and core values. The new Executive Director will leverage the size and scope of HSI to respond to growth opportunities, and build on a strong legacy while implementing new approaches and strengthening organizational infrastructure.

The new Executive Director will build upon a very strong foundation. HSI has a history of innovation in the field of substance use treatment, and remains ahead of the curve on system of care adaptations, including use of technology and integration of mental health services into substance use treatment modalities. HSI enjoys very strong, collaborative relations with its funders in Alameda, Santa Clara and San Mateo counties, and has a long-standing reputation for delivering on its commitments. HSI provides a continuum of services from prevention programs targeted at youth, to detox and residential. The diversity of its programs, presence in three counties and size of its budget all position HSI well to meet the challenges of an evolving community health care environment undergoing rapid change.

The new Executive Director will work with an effective and dedicated team, including long-time senior managers with strong institutional knowledge and a talented group of program directors at the site level. A robust onboarding plan and access to retiring Executive Director Keith Lewis will help ensure a successful transition to new leadership.

HSI is grounded in core values that guide its programs, policies and operations. Successful candidates will be aligned with these values and committed to ensuring they continue to guide the agency's future plans and practices.

### **HSI Values:**

**INTEGRITY** – Consistently demonstrate competence, accountability, transparency and honesty in all our practices.

**RESPECT** – Honor all persons with dignity, regard and consideration.

**DIVERSITY** – Appreciate the unique experiences, preferences and perceptions of all persons and strive to be culturally responsive.

**QUALITY** – Strive for continuous improvement and the highest possible standards.

## Responsibilities

Specifically, the Executive Director is responsible for:

- **Strategic Direction**

Leads the organization in the development and implementation of long-term vision, strategies and plans designed to maximize the effectiveness of programs and services for clients while maintaining a sustainable business model. Ensures that HSI meets the challenges of the changing model for funding and delivery of behavioral health services in California. Develops a process for planning, implementing and evaluating short- and long-range goals for the agency.
- **Administration**

Oversees the development, delivery and evaluation of HSI programs, services and resources consistent with the mission, values and goals of the organization. Ensures sound financial planning, management and organization accountability. Coordinates the implementation of the yearly budget, including the development and implementation of adequate financial controls and practices. Maintains a climate that attracts, retains and motivates a diverse, high caliber team of staff, volunteers and board members. Oversees the recruitment, employment, development and release of all personnel. Ensures that good human resource practices are in place, including the development of position descriptions and implementation of regular performance evaluations. Ensures that the agency complies with all relevant laws, regulations and applicable policies set forth by the Board and regulators. Negotiates and ensures accountability for all agency contracts and grants.
- **Board of Directors**

Reports regularly to the Board regarding organizational objectives, financial status of the organization and other issues relevant to the Board. Attends, as an active participant, all board meetings and serves as an ex-officio member of all task forces and committees as needed. Supervises the implementation of board policy. Provides the Board with information to help members reach sound decisions and establish policies. Provides support, education and leadership to board members to assist them in their roles and responsibilities. Assists the Board in identifying, recruiting and utilizing board members with the essential skills to help support the mission and vision of HSI. Creates effective lines of communication and linkages between the Board and staff.
- **Programmatic Impact**

Assumes overall accountability for programmatic success, including ensuring that outcomes are set, measured and met/exceeded. Ensures delivery on requirements of county contracts and effectively advocates for innovations and financial sustainability. Oversees continual assessment of program relevancy and sustainability. Develops and maintains a thorough knowledge of the issues and stakeholders surrounding integrated substance use and mental health treatment relevant to HSI's mission.

- **Community Relations**

Leads the development and preparation of numerous government funding proposals and reports. Identifies and develops a broad range of community resources and support necessary to accomplish the goals of HSI. Develops and maintains collaborative relationships with appropriate community, government and nonprofit agencies. Provides a presence for HSI in the community. Develops relationships and collaborations with appropriate community and government funding sources to build a strong awareness of community needs and the agency's role in serving those needs.

- **Professional Development**

Creates an annual plan to develop or strengthen essential relationships and skills critical to the ED's success, in conjunction with the Board. Ensures ongoing support for staff development and invests in strengthening the leadership and management skills of senior staff.

## **Professional Experience/Qualifications**

### Experience:

- 12+ years of management experience, including leading a professional management team, in a nonprofit, community-based organization serving diverse, low-income and at-risk populations
- Substantial experience in the provision of mental health and/or substance use services and/or behavioral health (dual-diagnosis) services, with direct substance use treatment experience strongly preferred
- Record of success in anticipating and responding strategically to changes in the behavioral health care field
- Experience hiring and retaining highly effective management professionals
- Experience that demonstrates the ability to identify and respond to emerging trends and changes in public sector funding
- Record of success in developing and maintaining productive, collaborative relations with government funders, and in negotiating financial sustainable contracts
- Experience serving culturally, racially and economically diverse populations

### Skills:

- Inspirational, collaborative and inclusive leader with record of hiring and developing talented staff members and building high-performing teams
- Strong business management skills and financial acumen, including the ability to analyze and use financial information for business planning



- High comfort level with technology for both personal use and as a tool for improving client outcomes and organizational effectiveness
- Proven ability to ensure high quality, culturally relevant services in a multi-lingual, multi-cultural community setting

#### Knowledge:

- Knowledge of best practices and trends in the provision of behavioral health services in a community-based setting
- Strong knowledge of best practices in the provision of culturally relevant services to at-risk populations
- Strong understanding of nonprofit financial models and of the financial constraints and reporting requirements of services funded through public sector contracts

#### Personal Characteristics:

- Skilled communicator who enjoys being the public face of an organization
- Collaborative and inclusive leader with strong listening skills

#### Education:

- Bachelor's Degree required
- Master's Degree in Business or Nonprofit Administration, Psychology, Social Work or related field, or equivalent in professional experience and certification, preferred

#### Preferred:

- Prior experience as an executive director of a community-based nonprofit and/or experience as a regional director for a large nonprofit providing substance use and/or mental health services
- Prior experience in engaging in fundraising through individual donor relations and/or grant seeking, or comparable experience that demonstrates the ability to fundraise

### **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 an exclusive basis on behalf of Horizon Services, Inc. Interested candidates should apply via email by sending a letter outlining qualifications, brief bio and resume as PDF or Word documents to Client Services Manager Julia Moon at [Julia@leadershipsearch.com](mailto:Julia@leadershipsearch.com), with "HSI-ED" in the subject line. Applications will be accepted through Friday, March 10, 2017.

Inquiries may be made, in confidence, to Search Consultant Leyna Bernstein at [Leyna@leadershipsearch.com](mailto:Leyna@leadershipsearch.com) or 510-542-2922.

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