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San Gabriel Valley Training Center (SGVTC) d/b/a The Roland Center
Based in La Puente, California

Position Profile - Executive Director

About the Organization

SGVTC (the Center) was founded nearly 60 years ago on the premise that for those with developmental disabilities, just as with the general population, work is a meaningful and rewarding activity. All people want and need to earn a paycheck, and there is value in integrating with peers in the workplace environment. However, we are aware that while most adults with developmental disabilities and/or special needs can thrive in integrated community-based work environments (with or without job support), others are unable to perform at competitive employment standards or in integrated environments. These individuals still have the ability to be gainfully employed in work environments adapted to their needs.

We acknowledge and respect the overriding governmental impulse and movement to limit funding exclusively to “integrated” work settings, and this approach is consistent with our philosophy of individual empowerment. Our Mission is to provide and promote opportunities for adults with developmental disabilities to work and to achieve their personal best, no matter the severity of the challenges they face. We have kept pace with philosophical and funding changes in our field, and are a leader in competitive integrated employment placement services, training, and tailored services in our region. We are also fully engaged as a facilitator of supported employment.

About the Executive Director

Our new Executive Director will need to be innovative, creative, aggressive and passionate about respecting the unique individuals we serve. He or she will also need expertise in strategic business planning and be savvy in fiscal management and technological advances within a volatile service environment. He or she will need to be a resourceful problem-solver who is extremely familiar with the changes occurring in our field. He or she will maintain our standards of active client interaction and assuring a positive environment.

The Executive Director at SGVTC is responsible for the financial and operational administration of an established, not-for-profit, diversified adult vocational rehabilitation center that seeks to be of continuing value to the populations we serve. By capitalizing on the strong expertise and commitment of a capable staff and a stable governance structure, the new leader will help to transform the agency as the field itself is changing. Through facility, community based, and virtual programming, we will continue to be a leader in advocacy, community education, and direct client service. Persons from a wide area who are facing developmental, physical and emotional disabilities will be offered appropriate employment, evaluation, counseling, training and placement to be able to work in their chosen fields.

POSITION DUTIES

SUPPORT FOR GOVERNANCE AND PLANNING:

- Maintain a keen eye on the changes in the field and present options to the board for their strategic decision making; remain a vital part of organizational strategic planning processes
- Provide primary staffing for the board to ensure its efficient and effective discharge of its duties; assist the board in its development and training to assure high performance
- Ensure that new Board Members are familiar with all aspects of the Center

OPERATIONS MANAGEMENT:

- Maintain and monitor quality client services that are provided in safe, enjoyable, clean and supportive working environments; implement systems for quality assurance and improvement
- Maintain active programs to engage clients in competitive employment settings
- Ensure the acquisition, retention, evaluation and support of sufficient and qualified personnel to provide quality services to clients
- Maintain operations as feasible to meet output goals in the most efficient and cost effective methods
- Ensure records and reports meet agency timelines and CARF (or other regulatory/evaluative agency) criteria. Study and analyze recommended changes before implementation
- Oversee operations in satellite location(s) and maintain systems to ensure consistency with overall operational goals and protocols
- Develop and maintain systems to ensure proper attention to grounds and maintenance, and address deferred maintenance issues as they arise

FISCAL INTEGRITY:

- Maintain, monitor and improve financial recording and reporting systems to ensure accuracy, efficiency, safekeeping, and understandability for decision-making
- Develop and monitor realistic budgets for each component of the Center that will provide adequate resources for agency programming; establish and maintain systems to ensure that managers comply with controlling costs and know the importance of maximizing income, and provide options for dealing with unexpected fluctuations; ensure overhead costs are appropriately reflected in budgets
- Maintain up-to-date awareness of the rate structures and financial condition of other similar facilities and programs that serve our populations

OUTREACH AND COMMUNITY RELATIONS:

- Maintain and grow an appropriate referral base; maintain cooperation with outside businesses and stay abreast of various community programs with which the agency can collaborate and encourage reciprocal referrals
- Address the declining client base for current programs and present alternatives for strategic adjustments if increases cannot be achieved
- Engage in legislative advocacy to ensure that the needs and nuance of our client populations are visible to policy-makers and that realistic and sensible governmental support programs are put into place; participate in appropriate meetings and with necessary alliances for the benefit of the clients
- Participate in community partnerships to enhance credibility and visibility of the Center and to influence enlightened policy change; engage in visibility and relationship building efforts in a geographically wider (or national) scope when warranted and beneficial

RESOURCE DEVELOPMENT:

- Assure the attainment of diversified service fee income; maintain awareness of revenue enhancement opportunities; maximize income from rehab services by structuring reimbursements to capitalize on referral agency practices and client attendance
- Develop and support a comprehensive plan for the acquisition of philanthropic funds from individuals, foundations and corporations
- Maintain and enhance relationships with governmental funders who can or do support our service population; ensure adequate systems for solicitation and fulfillment of service commitments of all governmental contracts.

Qualities Sought

The ideal candidate for this position will be passionate about SGVTC's mission and actively work to understand and honor its rich traditions. He/she will oversee and direct the programming, organizational leadership, fiscal, marketing and management activities needed to achieve the mission. The ideal candidate will have proven business and nonprofit management skills and be an inspirational and collaborative team builder. The ED must exhibit a facilitative leadership style, active listening with a diverse group of people, a transparent work ethic, and openness in considering and valuing the contributions of many in a collective impact effort. Essential qualifications include:

- Demonstrable knowledge, understanding and passion for the population of individuals with developmental disabilities and the services they need and desire;
- Demonstrated effectiveness in inspiring support and confidence, representing organizational vision, mission, goals, and outcomes to a diverse group of internal and external stakeholders in a variety of venues;
- Demonstrated leadership skills in inspiring, empowering, and developing current and future staff to achieve strategic organizational goals, and experience implementing performance management and accountability systems;
- The ability to work effectively and proactively within a complex organization with diverse programs in multiple sites with demonstrated skills in management of multiple service lines;
- Excellent verbal, written and computer skills in order to effectively communicate and work with individuals at varied levels and backgrounds, and ability to utilize multiple media to communicate;
- Advanced knowledge of non-profit management and human resources best practices, laws and regulations; collaborative leadership style and attention to staff equity, diversity and professional development;
- Familiarity and experience with advocacy techniques to achieve legislative and policy change goals;
- Strong change management skills to build effective community- and organization-wide systems and structures to generate earned and unearned revenue and create impact.

Priorities for the position

While building on our unmatched experience in creating environments where individuals of all abilities thrive, we will need to be creative in developing programs that are built on best practice in the field and are also in alignment with available governmental funding streams. Additionally we must develop creative privately funded projects (through earned and philanthropic revenue) that build self-esteem and empowerment, honor each individual, and suit the needs of persons with a wide range of abilities. The bottom line is to honor individual choice, including when that person's choice is to affiliate with a special program in which they feel fulfilled and are not forced into full or partial unemployment because of unrealistic proscriptive government mandates.

A companion challenge is that the original group of developmentally disabled adults SGVTC was founded to serve have aged with us and many are unable to perform at levels required on typical jobs. However, we will continue to answer the call of these individuals as their needs change and until their needs exceed our service capabilities.

A number of priorities have been identified that will be paramount within the work scope of the new Executive Director in the first 12 to 18 months:

- 1) Develop and implement a program of visibility for the Center targeted to families, institutions, support programs, professionals, schools and the public that highlights the wide range of existing and planned service types offered by SGVTC;
- 2) Broaden existing efforts to further develop customized options and opportunities for developmentally disabled persons, such as Tailored Day Services, Supportive Living Services, training, Community Based Opportunities Program (focusing on day, senior and volunteer programs in the community) and others;

- 3) Assess the needs of current clients and predict the likely needs of future clients, and compare them with reimbursable and non-reimbursable program services that meet the needs; develop a plan to meet needs in a fiscally responsible way;
- 4) Maintain advocacy efforts with governmental partners; develop and implement a plan for increased advocacy training of parents and caregivers to enable them to aggressively advocate for the needs and preferences of their children/family members;
- 5) Broaden existing efforts to participate in multi-agency coalitions that work to ensure that new regulations, mandates and policies of governing/regulatory bodies is grounded in the realities of clients as we know them; work to ensure that the value of the “sheltered workshop” model is recognized, and maintain the model to the degree that clients request it and funding can be secured;
- 6) Develop a plan for improvements in physical and electronic infrastructure, along with an assessment of options for generating philanthropic and earned revenues to support such efforts, to be considered by the board.

The board will expect the new ED to prepare an initial assessment of needs and priorities approximately 90 days after hiring.

Requirements of Applicants

- A Master’s degree from an accredited college or university in a field related to SGVTC mission and services [educational qualifications may be waived depending on work history]
- Five years of experience in a senior level of nonprofit administration (with knowledge and experience in the Human Services field) including outreach, planning, budgeting, and fiscal management, with a minimum of three years of experience at an executive level
- Valid driver’s license, safe driving record, current vehicle insurance, and ability to use personal vehicle for SGVTC business
- Willingness to travel within SGVTC’s service area, and beyond for conferences, etc.
- Must be able to pass criminal background check

Working Conditions

Work is performed typically in an office environment and a variety of settings among diverse stakeholders and audiences. A considerable amount of time will be spent in meetings, at a computer screen for extended periods, at events, and visiting dispersed program sites. Frequent use of electronic media will be required to communicate with stakeholders. The ED will frequently work outside normal working hours and will drive for work with donors and other stakeholders in the community. Occasional travel out of town and out of state will be required. Comprehensive performance evaluations will be conducted.

Compensation

Salary: \$140,000-\$150,000 DOE plus fully paid medical and dental coverage, life insurance, and other standard employee benefits (as outlined in the employment handbook), such as PTO, holidays and employer funded pension plan (401K).

To Apply

Interested persons should prepare a detailed, specific cover letter to remit along with a current resume to: execsearchsgvtc@thirdsectorcompany.com. Resumes without cover letters will not be considered.