



McCormack+Kristel

EXECUTIVE SEARCH CONSULTANTS

**RECRUITMENT PROFILE:
CHIEF EXECUTIVE OFFICER**

March 6, 2020



The Client

In 1985, a few concerned citizens decided to make a difference in the Tucson community's response to HIV & AIDS. They formed the Tucson AIDS Project (TAP), followed shortly by the Shanti Foundation. In 1987, a group of people living with HIV/AIDS incorporated their grassroots advocacy efforts into the People with AIDS Coalition of Tucson, PACT for Life.

Working in concert, the three agencies created an array of services for people infected with and affected by HIV/AIDS, meeting basic needs as well as more sophisticated ones, while simultaneously providing information and skill-building programs to help others prevent further infection.

In 1997, again responding to the needs of their clients and community, PACT, Shanti, and TAP merged under the name Southern Arizona AIDS Foundation (SAAF) creating one of the largest nonprofit consolidations in the history of Pima County.

In 2014, SAAF took over several initiatives from Wingspan, formerly southern Arizona's lesbian, gay, bisexual, transgender, and queer (LGBTQ) community center. This has helped to broaden SAAF's scope of services which now include the Eon Youth Lounge & Anti-Violence Programs. SAAF changed its mission to more accurately reflect its expanded reach. SAAF's new mission, to cultivate a healthy and stigma-free society through transformative action, more accurately reflects the work SAAF does in the community.

SAAF continues to be the only community-based organization in southern Arizona providing case management and ancillary support services for people living with HIV/AIDS and their families; culturally appropriate prevention/education programs to reduce the rate of infection; and LGBTQ community outreach & engagement. Upwards of 50% of SAAF's clients are Hispanic and/or bilingual, many of them immigrants.

SAAF'S 2020 operating budget is over \$14 million and it employs a 107-person staff. Approximately 93% of the organization's revenue is from government sources, including Ryan White Funds. 6% is from corporate and individual donors, and the balance is from earned income, including rent from subsidized housing for low-income tenants.

Services provided by SAAF include: Case Management, Support Services, Housing Services, the Anti-Violence Project, Food Programs and Support Groups, as well as the Travis Wright Memorial Buyers' Club. SAAF is the primary HIV Testing and prevention program in Southern Arizona. Housing services are also provided by satellite offices in Yuma, Bisbee and Flagstaff.

With the acquisition of several initiatives from Wingspan, SAAF now operates the Thornhill Lopez Center on 4th (TLC4) a place for LGBTQ+ and allied youth ages 13-24 to visit in order to access a variety of services to support their health and well-being.

The Position

The **Chief Executive Officer** provides executive leadership and direction to further the agency's vision, mission, business strategy, and annual goals and objectives. Reporting to a nine-member Board of Directors of prominent Tucson business and community leaders, the Chief Executive Officer is responsible for all agency operations including fiscal management oversight. He/She/They will lead by example and set clear strategies and performance expectations developed in an environment of participation and collaboration with the staff and Board of Directors. The Chief Executive Officer is the primary representative of the agency in the community and is directly responsible for engaging community partners to advance the agency's mission and ensure its success.

The Chief Executive Officer directly supervises a five-person leadership team responsible for programs and operations, finance, development and human resources.

Opportunity

This is an outstanding opportunity for an exceptional candidate to provide visionary leadership to a dynamic organization, capitalizing on opportunities for strategic growth, including:

- Expanding alliances with progressive organizations working on social justice issues and serving the Latinx community, including the undocumented residents of Southern Arizona.
- Developing a public policy initiative in collaboration with like-minded organizations to advance the organization's advocacy goals and provide for long-term sustainability.
- Growing LGBTQ services, including youth and seniors, and championing LGBTQ+ rights in the state.

Functional Responsibilities are as follows:

Community Leadership and Fundraising

- Serves as a spokesperson and representative for the organization to foster superior community relations with other agencies, clients, financial supporters and the media. Serves as community advocate for HIV-related issues, people with HIV and their families, LGBTQ+ issues, and LGBTQ+ people and their families. Assures the agency and its mission, programs, products and services are consistently presented in a strong, positive image to the public, stakeholders, Board members, the community, etc.
- Represents the organization at national, state and local meetings, conferences and conventions.
- Maintains professional affiliations to enhance professional growth and development and to stay current with the latest trends in the field.
- Explores and implements innovative opportunities and collaborations to enhance the organization's financial or strategic success.

- Maintains current funding sources and seeks new and diversified sources of income to increase revenues from both the public and private sectors.
- Works with the Board, staff, and stakeholders to develop and implement strategic plans. Ensures that the board, staff and stakeholders are informed of important programmatic, funding and organizational developments.
- Supports the engagement of community members and stakeholders in advancing the mission of the organization, including assisting in the recruitment of new board members who share a passion for the work.

Program Management

- Ensures that the highest quality of service is being rendered to clients and the community. Develops and oversees the quality assurance function of the agency. Maintains compliance with regulators and funders by monitoring operations and initiating changes where required.
- Ensures on-going evaluation of service programs that are driven by community needs and the involvement of service recipients in program planning.
- Displays courtesy and sensitivity in managing challenging client situations. Solicits and acts on client feedback to improve or enhance overall experience with a steadfast commitment to quality.

Administration

- Monitors all financial and accounting activities for the agency. Prepares the annual budget in collaboration with the Board and senior managers. Serves as the primary signatory of agency contracts and agreements. Ensures appropriate systems are in place to protect the agency's assets.
- Ensures the sound fiscal operations of the organization including timely, accurate and comprehensive financial reports. Oversees agency business affairs to ensure that funds are collected and expended to the best advantage.
- Ensures that data collection, compilation, analysis, projection, statistics and records are maintained on all contracts and grants. Prepares and presents periodic reports on activities as needed.
- Leads the development of a new strategic plan that reflects the current opportunities and challenges facing the organization

Human Resources

- Oversees the recruitment, hiring and development of employees, working to increase diversity and inclusion among the workforce. Works closely with the Director of Human Resources and the senior managers to establish Human Resource policies and practices. Works with senior managers to create an efficient and optimum organizational structure.
- Establishes and evaluates performance objectives for the Leadership Teams (direct reports).

- Promotes and encourages continuous training and development for all staff.
 - Working with the Human Resources Director, creates job classifications, an equitable compensation structure, employee benefits, employee pay increases, annual performance evaluations at all levels and a progressive disciplinary protocol for disciplinary or nonperformance issues as needed.
- Fosters a culture of staff inclusion in important policy decisions and promotes self-care as an agency policy.

Professional Qualifications

- A minimum of 10 years of progressive management and organizational leadership experience, leading in a culturally diverse and competitive environment. Five years of experience as a CEO or Executive Director of a nonprofit organization is strongly preferred.
- Knowledge and experience working with the HIV/AIDS and/or LGBTQ+ community.
- Skills in leading effective organizational development and restructuring necessary for the optimum delivery of client services.
- Ability to build a strong team and provide effective and compassionate leadership is essential.
- A proven fundraiser, ideally in the area of social services, with experience sourcing from a broad donor base.
- An excellent understanding of board dynamics and governance in a rapidly growing not-for-profit organization.
- Previous direct responsibility for the development and oversight of budgets of over \$4 million
- A successful track record in overseeing multiple funding streams and government contracts. An understanding of Ryan White and related government funding is preferred.
- Effective and compelling communication skills and previous experience as a spokesperson representing an agency in the media and to the public.
- Political savvy and knowledge about interagency work and the importance of coalition building and collaboration.
- An undergraduate degree is required, and a graduate degree in public or business administration, social services or related field is preferred.
- Proficiency in MS Word, Outlook, Excel and PowerPoint is essential.

Personal Characteristics

The ideal candidate will be an engaged leader and skillful manager who exudes passion for SAAF's mission. They/she/he will understand the importance of succession planning and employee development. With a high degree of self-awareness and intellectual humility, this leader will foster relationships and collaborate across the diversity spectrum.

The ideal candidate will support and recognize the dedication, hard work, and achievements of staff and volunteers. The Chief Executive Officer should be a good listener with superb interpersonal skills. The ability to handle multiple projects simultaneously, while working effectively under pressure, is important. Familiarity with the Tucson philanthropic community would be a significant asset. Flexibility to accommodate weekday early/evening work hours and occasional weekend hours, as well as occasional travel within/outside Arizona, is essential.

Compensation

SAAF is offering a competitive salary, commensurate with the experience and qualifications of the selected candidate, and an excellent benefits package including health, dental and vision insurance and an employee contribution retirement plan. The client is willing to negotiate basic relocation expenses for the exceptional individual they are seeking.

Contact

Please submit cover letter and résumé as attachments via e-mail to:

Soladé Rowe, Senior Consultant or **Joseph McCormack**, Founding Partner

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All inquiries will be held in strict confidence. Please note that your education, dates of employment and other information will be verified prior to an offer.

McCormack+Kristel works only with equal opportunity employers. People of color, people with disabilities and people of diverse sexual orientation, gender expressions and identities are encouraged to apply.