

FRESNO COUNTY ECONOMIC OPPORTUNITIES COMMISSION



Despair is an equal opportunity visitor. So is hope. Many of us have been touched by stories that confirm that most Americans are but steps away from needing the safety net that the Fresno County Economic Opportunities Commission (EOC) provides.

Perhaps you've been in the shoes of those served by EOC and other community action agencies. You understand. You care. You know that change requires action. This is an opportunity for you to take action and make a meaningful, measurable difference in the lives of the nearly 1 million residents of Fresno County, CA.

THE ORGANIZATION

Our Mission

To humanely focus all available resources to empower low-income families and individuals working toward the skills, knowledge and motivation for self-sufficiency.

Vision

“Helping People. Changing Lives.”

At EOC, this is more than just a catchy phrase.

The words motivate staff members, Commissioners, and stakeholders alike to treat all people with equality and dignity in pursuit of the goal of overcoming the barriers brought about by social disadvantage and poverty. These words call everyone to meet the challenge of helping those served with empathy and provide a reminder that no one is immune to the forces of crisis that impact the lives of individuals and families.

The vision compels everyone to consider social issues and barriers, rather than personalities. It eliminates the temptation to judge individuals in their state of immediate need, and instead focus on uncovering potential and worth. As a philosophy of living, “Helping People. Changing Lives” penetrates beyond the workplace. These few words define a commitment to the betterment of families, neighborhoods, and communities.

These simple words - “Helping People. Changing Lives.” - have captured the essence, history and purpose of EOC over the past 45 years. They continue to propel the agency forward in its mission to serve.



This is a unique opportunity for an individual who is passionate about empowering the poor. With one of the most prominent and effective community action agencies in the country, you can make a difference and become an influential, impactful community leader. Rarely does a role exist where you can balance high-level business management skills with compassion, empathy, desire, and inspiration.

Value Statement

EOC Values:

Clients, who are treated with respect, dignity, and compassionate understanding.

Employees, who are appreciated and treated with fairness.

Excellence in leadership, with high ethical standards to guide social change and innovation.

Diversity in the community that empowers low-income persons to be dynamic, thriving, and self-sufficient.

Partnerships and collaborative relationships with those who share the vision.

Advocacy for public policies that benefit clients and the community.

Started in 1965, EOC operates more than 40 programs that range from weatherization assistance to utility payment assistance; from Early Head Start and Head Start to career development and re-focusing; from by-request transit to health clinics; and from the WIC program to microloans. With more than 1,300 full and part time employees and an operating budget of \$160 million, EOC is one of the most significant community service organizations in the Central Valley - an area currently experiencing significant unemployment and includes some of the poorest communities in the state.



Quick Facts

TITLE: EXECUTIVE DIRECTOR
REPORTS TO: A 24-MEMBER TRIPARTITE BOARD OF COMMISSIONERS
ANNUAL OPERATING BUDGET: \$160 MILLION
ASSET VALUE: IN EXCESS OF \$25 MILLION
TOTAL EMPLOYEES: > 1,300 FULL TIME & PART TIME



THE COMMUNITY *The Heart of California's Great Central Valley*

Located midway between Los Angeles and San Francisco, Fresno County is home to approximately 900,000 residents with over half living within the city limits of the City of Fresno (the 5th largest city in California). One of the County's most prominent assets is the diversity of the population as evidenced by the more than 80 languages spoken in the Central Valley. The County sees sunshine roughly 300 days per year with warm, dry summers and cool, wet and occasionally foggy winters which supports one of the world's most significant agriculture oriented economies.

County residents find no shortage of activities including hiking, biking, skiing, golfing, windsurfing, whitewater rafting, horseback riding, hunting, and fishing. Fresno is also the gateway to the Sierra National Forest, the Sequoia and Kings Canyon National Park, and Yosemite National Park among other area natural attractions.

The area is home to a number of institutions of higher education such as California State University, Fresno (Fresno State), Fresno Pacific University, and the State Center and West Hills Community College Districts. Cultural and recreational amenities abound, such as the Fresno Ballet, Fresno Grand Opera, several culturally-oriented museums, and the Triple-A Fresno Grizzlies baseball team.

THE POSITION

Reporting to the Board of Commissioners, the Executive Director (ED) serves as the chief executive officer of the organization and is responsible for the conduct and administration of EOC's operations. The ED also serves as the agency's representative to the general public and the community at large, and functions as a liaison between EOC, grantors, regulatory bodies, governmental representatives, and with partner agencies with which EOC collaborates.

The ED is ultimately responsible for ensuring that EOC continues to find innovative approaches and funding sources for new programs that support the agency's mission and comply with the Federal Economic Opportunity Act of 1964 that enables EOC to exist. The ED also provides significant oversight and guidance to the agency's budgeting and financial management efforts.



THE IDEAL CANDIDATE

EOC seeks an experienced and professional business leader who brings a full set of executive skills to the position. The ideal candidate will possess a demonstrated track record of effective personnel management including leading a team of seasoned senior management professionals. He or she must have extensive experience with budgeting, financial management, and financial reporting for an organization with a multi-million dollar budget ideally with multiple funding streams.



As the position reports to a diverse 24-member Board of Commissioners, the preferred candidate will possess significant experience with Board relations either in a reporting relationship or as a member of multiple Boards or Commissions. EOC is a highly visible organization in the community requiring an ED skilled in the areas of government relations, public relations, community relations, and media relations. The successful candidate will serve frequently as EOC's spokesperson and must be experienced and adept at delivering public presentations to large audiences.

EOC is one of the largest Community Action Agencies in the country and is in a constant state of evolution as the needs of the community shift and change. Therefore, the new ED must be experienced with program development, program evaluation, designing and implementing performance standards, utilizing a fair and consistent competitive contracting process, and be familiar with the funding streams available to organizations of this type.

With over 40 individual programs, over 1300 employees, and a budget of \$160 m, EOC requires an executive leader who is highly organized and is an articulate and effective communicator verbally and in writing, and who understands the value of new and emerging technology and how technological advances can enhance and improve service delivery and agency efficiency. EOC partners with a broad array of other organizations ranging from the cities throughout the county, to a variety of county departments, to other community based organizations and non-profits. The ED must be politically astute, relationship oriented, and embrace collaboration and planning as effective tools in the effort to impact the community.

At its most basic level, EOC is all about people. The successful candidate will be a visionary, personable, charismatic, team oriented consensus builder with highly developed interpersonal skills and a genuine passion for making a difference in the lives of people who need it the most. Given EOC's visibility in the community, the ED must set the tone for the agency as a highly ethical, honest, consistent, and fair individual whose integrity is beyond reproach.

EOC seeks a candidate who will be transparent but discreet with information sharing, who will demonstrate a genuine interest in the input of others, be a good listener, possesses a systems orientation, and will be able to quickly absorb the operational details of this highly complex organization.

ISSUES AND PRIORITIES

- **Relationship Building:** The successful candidate will be following two long-tenured and highly respected EDs. He or she must take the time necessary to reach out to all of EOC's key constituencies to build effective working relationships. These groups include staff and Commission members, clients, City officials, County officials, peer leaders at other non-profits, leaders within the educational community, leaders in the faith communities, State and National leaders in the Community Action Network, and other business and civic leaders.
- **Organization Assessment:** While there have been recent changes to the organizational structure at EOC, the new ED should plan to do his or her own assessment of the current structure and determine if it's the right one for the organization moving forward. The new ED will also be expected to collaborate with EOC Commissioners, staff, and stakeholders to complete a comprehensive strategic plan to guide the organization into the future.



- **Program Evaluation and Service Delivery Enhancement:** The lingering economic crisis in the US has led to an increased demand for services from organizations such as EOC. The new Executive Director will play a leadership role in assessing the current and foreseeable needs of the community, evaluating EOC's current programs and making recommendations for changes or new programs. This may include developing an intake process to assess all of a client's needs within the first visit or two, entering the affordable housing market, implementing programs targeting the needs of the rural communities around the county, creating more jobs programs, or implementing programs designed for service men and women who are returning home.
- **Comprehensive Performance Measurement System:** All of the grants that EOC receives come with specific and unique performance standards against which the programs are evaluated for effectiveness. While this provides snapshots of EOC's performance and effectiveness on a program basis, the organization would like the new ED to implement a cohesive and uniform set of performance measures organization-wide.
- **Assisting Other Service Providers:** EOC enjoys a long history of successful collaborations and partnerships with other non-profits in the County. However, as the economy slowly recovers it will be incumbent on EOC to assist area non-profits and continue to provide services and programs for the community either through direct partnerships, resource sharing or other creative approaches.
- **Funding Streams:** EOC is a financially sound organization. The new ED will serve as a key leader in looking for new sustainable revenue streams, creating revenue generating programs such as the Community Development Financial Institution (CDFI), and assessing the feasibility of instituting a formal fund raising program focused on contributed income (charitable donations).
- **Visibility & Government Relations:** EOC has reached a position of prominence in the county given both its size and effectiveness. As community leaders continue to assemble to address broad issues in the region, the ED is expected to play a leadership role in convening these discussions, designing solutions, and implementing appropriate programs. Additionally, the ED will serve frequently as a spokesperson for EOC with government leaders at the local, State and Federal levels.
- **Infrastructure:** The two most prominent needs in the area of infrastructure are facilities and technology. The new ED should plan to conduct an assessment of the agency's current facilities and technology systems then create a long-term plan to ensure that EOC's expanding needs are met in a timely and cost effective manner.

MINIMUM QUALIFICATIONS

Candidates must hold a minimum of a bachelor's degree from an accredited institution of higher learning. An advanced degree is highly desirable as is a record of continuous education and development. The ideal candidate will possess 10 or more years of executive leadership experience with a track record of advancement. He or she must also possess proven expertise in the areas of personnel, program and financial management by demonstrating significant leadership experience in a sizable organization, division, or department.

TO APPLY

Salary in the high \$100k range with an excellent benefits package. To apply, please send a cover letter and resume as soon as possible and no later than April 9, 2010 to:

 **Waldron & Company**

1100 Olive Way, Suite 1800
Seattle, WA 98101
206-441-4144 | 206-441-5213 (fax)
fceoc@waldronhr.com

For more information either visit: <http://www.fresnoeoc.org> or call 206.441.4144 to speak with Ed Rogan.

