

Progress Foundation Executive Director

The board seeks an experienced executive with a strong record of delivering community-based crisis treatment and transitional residential treatment and supported housing programs that serve clients who present complex treatment needs due to concomitant diagnoses of severe mental illness and substance use disorder (dual diagnosis).

The Executive Director will lead and develop Progress Foundation as an operationally and fiscally sound organization that delivers innovative services to the community.

[Progress Foundation](#) is a community-based nonprofit serving four San Francisco Bay Area counties (San Francisco, Marin, Napa, and Sonoma) with a goal to expand services in communities that lack residential treatment programs rooted in social rehabilitation. The organization was founded in 1969 by retiring Executive Director Steve Fields and works at the forefront of the de-institutionalization movement in support of its clients with serious mental illness and substance use treatment needs.

BACKGROUND and MISSION

Progress Foundation advances its vision and strategy of social change in public behavioral health treatment by providing a continuum of care through community-based residential treatment programs and supported housing. Services provide sustainable, effective alternatives to psychiatric emergency care and involuntary treatment, including inpatient hospitalization, skilled nursing facilities, and incarceration. For all agency programs, Progress Foundation is committed to the social rehabilitation principles that promote recovery, self-determination, and program integration in the communities served, with strong emphasis on individual skill development to increase levels of independent living.

Progress Foundation has approximately 375 unionized staff and an eight-member board of directors, dedicated professionals committed to Progress Foundation's mission and values.

Progress Foundation currently operates 19 community-based programs that annually serve over 4,500 individuals. Its network of care has crisis and transitional 24-hour residential programs; a Crisis Stabilization Unit; master-leased supportive housing; and residential apartments funded by federal and state agencies. Examples of services include support for seniors, mothers reuniting with children, transitional age youth, and individuals leaving long-term institutional confinement. Programs are developed with county officials and service partners to address the specific needs of people living in urban and rural counties.

Progress Foundation has balanced budgets, a current operating budget of \$37.5M funded through contracts, and about \$35M in real estate assets that require routine management, maintenance, and upgrades.

Progress Foundation has an exceptional record as a key behavioral health service provider, is respected regionally, state-wide, and nationally as a social rehabilitation innovator, and maintains very strong relations with the counties where it operates. As the next Executive Director gains knowledge of the organization, funders, and communities served, the organization's leadership and board must work in coordination to navigate changes to local and state funding that seeks to expand involuntary treatment in hospitals and institutional settings through county and state behavioral health care policies.

Progress Foundation occupies a unique position within the behavioral health services community in the San Francisco Bay Area, and helps clients recover and heal in community-based residential services free of institutional settings and practices.

The Executive Director will lead a team dedicated to delivering effective community-based services steeped in social rehabilitation, while navigating a complex behavioral health landscape.

BASIC FUNCTION

Reporting to the board, the Executive Director directs all Progress Foundation staff, consultants and day-to-day operations, and leverages the board's expertise and networks to increase government and private funding support. Additionally, the Executive Director is responsible for the organization's budgets, finances, and financial strength, in collaboration with the Chief Financial Officer; properties and infrastructure; programs and services; advocacy and policy positions; branding and communications; government and community relations; and government grants and targeted fundraising.

The Executive Director will continue a public campaign to expand Progress Foundation's residential treatment services in under-resourced communities, and promote the agency's programs as better treatment alternatives to institutionalizing those with serious mental illness and other co-occurring disorders.

The Executive Director will continue to cultivate and develop highly skilled and motivated staff through hiring, retaining, mentoring, and training all staff in the social rehabilitation model, and empower both staff and board members to evolve in ways that benefit the organization and its clients.

The Executive Director will optimize benefits delivered to Progress Foundation and its clients through its physical and financial assets, staff, and programs. To assure operating, programmatic and financial strength, the Executive Director will diversify revenue, and manage financial risk to enhance funding stability, in consideration of potential changes to county, state, and federal funding.

Supported by the board and staff, the Executive Director will shape an organization esteemed by government and nonprofit executives across its service region, as the leader in trauma-informed, social rehabilitation crisis treatment services.

The Executive Director's responsibilities include:

LEADERSHIP & VISION

- Understand and successfully advocate for those with behavioral health treatment needs, and translate advocacy into programs, partnerships, facilities, staff competencies, and funding streams that provide for community-integrated, residential and supported housing treatment services focused on recovery, self-determination, and 24-hour independent living.
- Shape strategies to strengthen, fund, and advance Progress Foundation's vision, values, programs, and services in conjunction with Progress Foundation's board and staff, as funding commitments and policies affecting behavioral health care services continue to shift.
- Support a climate that attracts, retains, and motivates a diverse, high-quality staff; clearly defines staff roles; optimally utilizes and develops staff talents and skills, including required training and certifications, professional development opportunities, and organizational career pathways.

FUNDING AND FUNDRAISING

- Work with the staff and board to sustain and increase the organization's funding streams with public funders at the city and county, state, and federal levels.
- Work with the board to develop a donor solicitation strategy that broadens funding resources in support of Progress Foundation's work, with particular attention to individual, business, and foundation funding support.
- Raise funds for various purposes and from various sources.

COMMUNITY RELATIONS, VISIBILITY AND COMMUNICATIONS

- Serve as an advocate and effective spokesperson who builds public understanding and embracing of Progress Foundation's work, and represents the organization before public bodies, boards, funders, and community organizations.
- Market Progress Foundation's innovative programs to communicate their strong and measurable healing impact on those with behavioral health challenges, and strengthen existing and create new community partnerships advantageous to Progress Foundation clients and the community.
- Ensure Progress Foundation's communications materials and internet presence convey the organization's innovative programs and service and community impacts to those interested in receiving or advancing its services.

PROGRAMS, SERVICES AND FACILITIES

- Shape programs and services that are beneficial and accepted by those living with behavioral health challenges, foster a strong service orientation that is adaptive to evolving needs of clients, compassionate, professional, and maintain a strong working knowledge of the field's significant trends.
- Maintain and consistently update facilities to ensure safety and attractiveness and mitigate risk and liability in protection of Progress Foundation's investments.
- Convene relevant meetings across organizational boundaries and include partners, funders, and community leaders, and seek government and other funding streams for services relevant to Progress Foundation and its constituencies.

GENERAL MANAGEMENT, FINANCE AND ADMINISTRATION

- Effectively manage and supervise key management team members who lead day-to-day operations and programs; ensure proper administration of the organization's contracts; comply with federal, state, and local program regulations and relevant employment laws; and meet other legal requirements, as needed.
- With the Chief Financial Officer, understand the organization's fiscal health; develop long and short term financial plans and ensure the organization adheres to sustainable financial plans, based on the annual budget reviewed and approved by the board; prepare financial and operating reports for the board; ensure adherence to internal and external compliance requirements as dictated by programs and services; ensure relationship between programmatic objectives and available resources; and ensure an atmosphere of transparency and accountability with the board on the organization's financial condition and critical matters.
- Provide evidence-based performance evaluation of staff using both hard and soft metrics; develop award and recognition programs for staff; develop annual program assessment mechanisms; and maintain criteria and standards to improve or eliminate ineffective programs, evolve effective programs, and establish needed programs.

BOARD RELATIONS

- Communicate with the board on critical matters related to Progress Foundation, and act as liaison between the board and community organizations, public bodies, funders, and other entities.
- With the Board Chair, coordinate the efforts of the board; develop board meeting agendas, schedules, retreats, and other activities; encourage board members' involvement in Progress

Foundation's range of activities; and implement approved board policies, program goals, and objectives.

- Assist the board in identifying and recruiting new board members whose talents, backgrounds, and values; social responsibility commitment; and fundraising abilities are congruent with the needs and mission of Progress Foundation.

EXPERIENCE and CHARACTERISTICS

The Executive Director will be an experienced leader with the following experiences and qualifications:

- Senior-level strategy, programs, operations, and financial management experience with nonprofit, public, or private entities that deliver trauma-informed support to those living with dual diagnosis illnesses and other behavioral health conditions.
- Proven ability to secure funding from governments and positive relationships with governments and oversight agencies.
- Capable of working with foundations, businesses and individuals in support of the mission.
- Able to devise or guide effective programs and services for individuals and families living with dual diagnosis and other behavioral health conditions.
- Deep knowledge of staff management practices, including experience with union negotiations; proven ability to work with culturally diverse staff, clients, and communities; demonstrated record of overseeing recruiting, developing, and retaining a balanced workforce whose skills, lived experience, and spoken languages are used within the diverse communities in the San Francisco Bay Area.
- Outstanding oral and written communication skills; demonstrated history of public advocacy, including excellent public speaking skills for formal and extemporaneous presentations; politically savvy, particularly in the San Francisco Bay Area and California; proven ability working effectively with representatives, advocates, and professionals with different backgrounds and from various communities.
- Team builder who easily shares information; listens as well as gives advice; respects the abilities of others while setting ground rules for effective management; imparts trust and integrity; and possesses patience and humor to maintain balance and perspective.
- Result-oriented, hands-on, social entrepreneur able to grow an organization within its mission without jeopardizing cultural, organizational, and financial stability.

COMPENSATION

The salary range for this position is \$225,000 - \$300,000 based on experience.

For more information please contact:

Lisa Grossman

(650) 323-3565 or lisag@moppenheim.com

Kevin Redick

(415) 762-2646 or kevinr@moppenheim.com

Mark Oppenheim

(415) 762-2640 or marko@moppenheim.com