

**AVENIDAS**  
**President & Chief Executive Officer**

***A leader in services and opportunities that promote positive, healthy aging seeks an operating executive committed to developing and implementing strategies for achieving objectives that will ensure that older adults in Avenidas' target population remain active and engaged.***

For more than 50 years, [Avenidas](#) has offered innovative programs and resources for older adults and their families in the mid-Peninsula region of the San Francisco Bay Area. Located in the heart of downtown Palo Alto in a new state-of-the-art facility and in two other satellite facilities, Avenidas has continually experimented and responded to the needs, desires and demographics of the changing face of positive aging. Avenidas exists to create community and common bonds across cultures and age groups through a wide range of offerings for 6,000+ active, independent seniors, those seniors who are frail, and their caregivers. Avenidas' pre-Covid [services and programs](#) included:

- Avenidas@450, Bryant Street: The de facto provider of senior programming for the City of Palo Alto offers a broad range of health and wellness services, classes and workshops, information, counseling services and geriatric care management, flexible transportation options, and social activities.
- Avenidas Rose Kleiner Center: The Center in Mountain View offers daytime care for an aging parent or spouse through two programs: one based on a social model and another based on a medical model for frail elderly adults and their caregivers.
- Avenidas@Cubberley, Avenidas Chinese Community Center: ACCC provides programs and services to the Chinese speaking population and to other seniors interested in Chinese language and culture.
- Avenidas Village: A membership program for adults 50+ who want to stay in their homes as they age offers access to a wide range of services, social activities, and volunteer opportunities with concierge-level assistance.

The pandemic has further highlighted ageism and the plight of isolation that older adults can experience. In response, Avenidas Without Walls is providing programs and resources so clients stay connected via Zoom to each other and to the organization. In some instances client participation has increased during the pandemic.

Avenidas has a current operating budget of \$4.8 million, a professional, compassionate staff of 35 (FTE), and an engaged 21-member board of directors. There is a board-directed endowment of \$29 million. Pre-Covid sources of revenue were roughly: 30% from earned revenue/program fees, 25% from contributed revenue, 20% from endowment, 15% from government entities, and the remaining from other sources.

As Avenidas plans for a future where staff and clients can once again safely interact in-person, the CEO will build on the lessons that have been learned to reset and reopen Avenidas with a full onsite program at 450 Bryant and continue remote services. The CEO will begin a strategic planning process designed to meet the changing needs and demographics of the aging population. In the longer term, success will be measured by program and financial sustainability relative to the needs of the community, quality client engagement, and increased awareness that Avenidas is vital to the care and quality of life for older adults in the community.

### **Position Summary**

Reporting to the Board of Directors, the Chief Executive Officer will be a mission-driven, big-picture individual who can effectively balance leading day-to-day operations with being a credible,

visible ambassador and developing important relationships within the Avenidas community and the broader community of supporters and partners.

The CEO will lead a highly motivated, self-directed team and create a predictable work environment where staff can do their best work built upon transparency and collaboration. The CEO will seek opportunities to experiment and take thoughtful risks with new services, programs and products that promote positive aging.

The CEO will develop strategies that increase earned and contributed revenue and will ensure that goals and objectives are achieved. The CEO will be an active, visible part of the community - building on the brand, reputation and goodwill of Avenidas to cultivate and steward new and existing donors. Specifically:

#### LEADERSHIP

- In collaboration with senior staff and board, develop a clear plan to welcome the community back to in-person programs, including protocols, staff training, timeline, budget, and communications plan.
- Initiate a comprehensive and inclusive strategic planning process to include a vision for serving more seniors with programs that are sustainable; implement a plan to include metrics to quantify and qualify progress and reporting results against goals; establish action plans, budgets, timetables and outcome measurements.
- Understand the evolving needs, desires and demographics of older adults; seek their insights, and stay connected and accessible to Avenidas' members and the overall aging sector as a matter of practice; maintain a strong working knowledge of significant trends and developments in the field.

#### PROGRAMS AND SERVICES

- With the VP of Programs and the Program Committee, continue to foster a strong service orientation that is innovative, compassionate and professional.
- Develop qualitative and quantitative metrics for in-person and remote programs to understand efficacy, utilization, sustainability and mission alignment.
- Develop programming for facilities at 450 Bryant; remain open and opportunistic in pursuit of new, expanded and refreshed programs, ensuring alignment with strategy.
- Serve as a welcoming, appreciative ambassador to the invaluable volunteers who consistently deliver services to clients and support Avenidas.

#### MANAGEMENT, FINANCE AND ADMINISTRATION

- Through clear communications and expectations, ensure direct reports have the tools and support so that day-to-day operations and programs are effectively managed and executed; ensure proper administration of contracts, compliance with relevant employment laws, and meeting of other legal requirements.
- Develop and support a culture that attracts, retains, develops and motivates a diverse, high-quality staff; plan for near- and long-term succession in key positions and provide opportunities for staff to grow; create open, trusting relationships; set expectations for collaboration, transparency, and for achieving goals and objectives.
- With the VP Finance & Administration, understand Avenidas' financial condition; lead the budget development process and identify near-term goals and objectives for the next fiscal year; ensure the organization adheres to a sustainable financial plan based on an annual budget reviewed and approved by the board, and that financial performance positively tracks to budget and operating plans; ensure there is a relationship between programmatic objectives and available resources; develop short- and long-term financial plans and

prepare financial and operating reports for the board.

- Maintain an awareness of the work of the Investment Committee and its investment advisors to ensure that the endowment is managed effectively with the goal of maintaining the inflation-adjusted corpus of the endowment over the long term.

#### FUND DEVELOPMENT

- With VP of Donor Engagement and the Donor Engagement Committee, assure a sustainable funding base; create a fund development plan to set goals, strategies and targets for major donor and other funding sources, with particular attention to growing significant individual gifts, corporate support, and the planned giving portfolio; strive to maximize government, foundation and other sources of available revenue; communicate funding goals, strategies and progress to the board and staff.
- In collaboration with the board and VP of Donor Engagement, personally drive direct solicitations and steward new and existing funders; continually seek to broaden fundraising so that development activities increase in sophistication and scope; create regular initiatives to target diverse sources of revenue and funding; develop special donor cultivation opportunities as appropriate.
- Review and refine current fundraising activities to assure that resources are being appropriately allocated.
- Promote a culture of philanthropy among staff and board so that each is invested in the success of fundraising goals.

#### COMMUNITY RELATIONS, VISIBILITY AND COMMUNICATIONS

- Together with the VP of Marketing & Communications, continue to raise the profile, awareness and appreciation in the community that Avenidas is vitally important in the care and quality of life of older adults and a model for delivering services; ensure that message and communications materials effectively convey mission, values and benefits with clarity and consistency, and the brand is recognized for high quality and innovative programs and services.
- Actively represent Avenidas before public agencies, foundations and other funders, community partners, businesses and key organizations; become engaged in civic activities that advance Avenidas' mission and awareness.
- Serve as an advocate and effective spokesperson on healthy living and aging; become a bridge for those who are not focused on aging yet.

#### BOARD RELATIONS

- Secure the board's trust and confidence; keep board members informed of the organization's operations; provide timely and concise financial and fundraising assessments.
- With the board chair, coordinate the efforts of various board committees and task forces, develop board meeting agendas, schedules, retreats, orientation for new board members and other activities; attend board and committee meetings; encourage board members' involvement in a range of Avenidas activities, particularly donor cultivation.
- Develop and recommend policies and procedures as requested by the board; implement approved board policies, program goals and objectives; provide ongoing communication to the board on critical matters related to Avenidas.
- Assist the board in identifying and recruiting new members whose talents, backgrounds, commitment, and fundraising abilities are congruent with Avenidas' current and future needs.

## **Ideal Experience and Qualifications**

The CEO should have:

- Proven senior-level leadership, management and operations experience in organizations or companies of similar size; business acumen; experience in recruiting, developing and retaining a balanced workforce whose skills and cultures reflect the communities Avenidas serves.
- Experience in strategy development and implementation; the ability to develop and use data to inform decisions and metrics to measure progress toward goals; a management style that is results-oriented; adept at planning, prioritizing, organizing and following through.
- Track record of attracting financial support; personally cultivating and sustaining donors and increasing revenue.
- A thoughtful and strategic approach to building organizations and programs to address community needs; a facile comfort with technology as a means to connect staff and clients and increase the profile of Avenidas.
- Outstanding oral and written communication skills; confidence as a public speaker and presenter; a consummate networker and relationship builder.
- Experience with Bay Area-based organizations and having well-developed networks is desirable but not required, as is an advanced degree in a related field.

## **Personal Characteristics**

- An affinity for aging and aging services; a commitment to Avenidas' mission and to ensuring that older adults have the resources for healthy, positive aging.
- A people person who values the contributions and perspectives of a culturally diverse staff, clientele and community; genuine with a high level of emotional intelligence; diplomatic, gracious, humble.
- Curious, decisive and resourceful; a visionary who can see the possibilities of serving older adults more effectively through innovative programs and services; ambitious in identifying ways to grow the organization within its mission without jeopardizing operational stability or taxing resources.
- A team player who values and models working collaboratively but is not afraid to make difficult decisions; one who sets the bar high for self and the team and strives for accountability; a high energy level with a can-do attitude.
- Straight-forward, shares information easily, listens well; high degree of ethics and integrity; imparts trust.
- An individual possessing patience and a sense of humor to maintain balance and perspective.

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