

Hanna Boys Center Chief Executive Officer

The Board of Trustees seeks a financially astute senior executive and advocate for youth services, to help Hanna continue to:

- ***diversify revenue streams, contain costs and increase Hanna's financial strength;***
- ***enrich a suite of trauma-informed programs for youth transitioning to adulthood;***
- ***partner and share knowledge with other youth service providers; and***
- ***deliver quality programs and facilities that are secure and trusted.***

Founded 75 years ago in 1945, [Hanna](#) has provided residency-based programs to generations of youth in the North San Francisco Bay region and beyond. While the content and configuration of programs, education and facilities have evolved with the times, constant Hanna themes have been resilience, integrity, spirituality, compassion, respect, collaboration and service to others.

The organization is widely credited with having had a tremendously positive, indeed transformative, impact on the lives of generation of young people in need as they have transitioned to adulthood. In recent years there have also been operating and financial challenges.

Led by a determined Board, Hanna has taken strong, decisive corrective action in the form of personnel changes, introduction of Trauma-Informed Care (TIC) approaches, changes to discipline protocols, stronger oversight of program directors and educators, closer management of finances, and significant upgrades to fundraising. Such changes remain a work in process. On the financial front, Hanna has a committed donor base and a substantial endowment. The new CEO will continue to improve on the organization's financial strength while upgrading services provided to youth transitioning to adulthood.

The traditional core of Hanna is its residential programs. The organization is expected to preserve the residential programs in some form, and to also diversify beyond them in order to modernize services, expand impact into the community, and sustainably deliver a broader suite of supportive services for youth with different needs. This would potentially include day-programs, distance learning and counseling, and other modern trauma informed supportive service approaches that are anticipated to be part of Hanna's future. The organization also runs [The Hanna Institute](#), a training and research organization for trauma informed care that leverages the expertise of Hanna staff to advise others in the community in how to support young people in various ways as they navigate difficult transitions. While the organization was conceived to specifically focus on the needs of boys, the Boards of Trustees and Regents is open to expanding into services for girls and young women. Much will depend on analysis of need in the community, and the CEO's ability to keep the organization strong while transforming it in accordance with its mission to serve youth.

Hanna is governed and financially stewarded by a 15 member Board of Trustees, which benefits from advisory support of a 33 member Board of Regents. One hundred regular full-time staff are organized into direct service units (residence, education, clinical and spiritual) and support units (finance, fundraising, admissions). As is the case for many complicated human services nonprofits, some of the specific responsibilities carried by long-serving members of the team leaders are shaped by tradition. Legacy residential program can serve approximately 84 students, and The Hanna Institute's community outreach programs have served thousands of children and families.

Hanna's 2019 operating budget was about \$16 million. Of that, approximately \$10 million or 62% came from an endowment draw, and \$6 million or 38% came from a combination of Development, Major Gifts, Bequests, Events and tuition. To date, the organization has taken no funding from government entities. A key financial objective for the CEO and senior staff in the next years, is to

reduce reliance on endowment draws to support annual spending. A stretch objective for the CEO is to provide positive cash flow back into the endowment.

The organization's origins are strongly associated with the Roman Catholic faith of its co-founders. However, while Hanna is affiliated with Catholicism, the organization maintains an open and affirming culture that has employees, stockholders and participants from various religious, political, and social backgrounds. At Hanna, our belief is that diversity and inclusion is the cornerstone of a thriving and innovative culture.

Hanna will continue to advance its mission to serve youth, families and communities impacted by trauma and adversity through resilience, connection, and spiritual wellness.

CORE FUNCTIONS

Hanna's mission is to help youth navigate the transition to independent adulthood. The CEO will ensure that all Hanna resources are configured and deployed for optimal, broad and positive impact on these youth. Safety and security are key and will be the CEO's first priority.

The CEO will be a passionate, powerful advocate for Hanna's continued evolution into a top tier provider of trauma-informed youth services, continually upgrading team skills through training and team evolution, and ensuring that the public recognizes Hanna for excellence.

The new CEO will focus on expanding both on and off campus services provided to youth and will in the process forge cooperative partnerships with other service providers in the region.

Training and sharing knowledge will be an important part of assuring that others in the community are also well positioned to provide trauma-informed support to young people in need. Hanna will be generous in sharing the organization's expertise with others who also serve the young people that are Hanna's clients.

With strong involvement from the Board and senior management team, the CEO will financially strengthen the organization in service to its mission. This will be accomplished by increasing and diversifying revenue and by controlling expenses.

Specific responsibilities and oversight duties include:

LEADERSHIP & VISION

- Thoroughly understand Hanna – its history and culture; governance structure, staff, Boards, funding streams, programs, outreach, community network, operating landscape and diverse constituencies;
- Work with the Board of Trustees to evolve the organization in ways that better serve youth; provide thought leadership and encourage openness and experimentation for creative approaches; identify factors blocking positive change and decisively address them;
- Evolve and implement a strategic plan to increase scale, breadth and quality of services to young people, and strengthen financial sustainability.

FUNDRAISING, EXTERNAL RELATIONS

- Create a fund development strategy to diversify contributed revenue so funding becomes more predictable and sustainable; review all current fundraising activities and segmentation by donor type to determine how resources are being allocated; consider new sources of revenue, including earned income and government grants; review and if necessary re-allocate spending internally to ensure energies are prioritized on activities with greatest ROI for the youth and purpose served by Hanna.

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- As Fundraiser-in-Chief, personally drive the cultivation, solicitation and stewardship of new and existing major donors and grants; ensure appropriate staffing is in place to support fund development strategy; provide coaching and support to Board members to assist in their fundraising activities.
- Expand the public's understanding of Hanna' brand and work so that its mission, values, outcomes and stories are consistently and effectively conveyed through the website, social media, and printed material; ensure that materials are designed to attract multi-cultural and multi-lingual board and staff members (and are bi-lingual); transform awareness into contributed revenue, new Board members and new partnerships.
- Conduct public speaking and community outreach with the goal of building support for Hanna; serve as an empathic advocate and knowledgeable spokesperson on issues related trauma-informed care and the support that youth need as they transition to adulthood; assume an active working role with various local collaboratives that move system-change activities for youth forward; develop and cultivate mutually beneficial relationships with other nonprofit organizations, state and local government and community leaders to deepen the services and partnerships necessary to fully support the needs of youth.

GENERAL MANAGEMENT, FINANCIAL CONTROLS AND ADMINISTRATION

- Ensure that day-to-day operations and programs are professionally and efficiently organized and managed; ensure proper administration of contracts and compliance with relevant employment laws, child and youth services oversight regulations and other legal requirements; maintain and strengthen the organization's infrastructure including IT systems, financial controls and related business processes to sustain and improve service.
- Establish metrics and dashboards ensuring programs meet objectives and that data is captured and analyzed for program evaluation purposes; report on the number of youth served, impact of programs and education on youth, and other hard and soft metrics that highlight areas of success, risk, and needed improvements.
- Review current organization structure to assess that senior management has the appropriate training and resources to effectively lead their teams, continually modernize service approaches, and advance strategic objectives; support training and evolution of all staff to ensure that Hanna delivers best-in-class services that help youth transitioning to independent adulthood.
- Review all workflows, systems, controls, processes and procedures; ensure that Hanna maintains a solid operational foundation; continually improve agency's processes and technology.
- Maintain the organization's fiscal health, make sure it adheres to a sustainable financial plan based on a Board of Trustees-approved annual budget and that financial performance positively tracks budget and operating plans; foster an atmosphere of transparency and accountability in matters relating to the organization's financial condition.
- Maintain a climate that attracts, retains, motivates and develops a multi-cultural, diverse, high-quality staff and Board; create an environment that embraces collaboration, innovation, accountability and diversity of opinion.

BOARD RELATIONS

- Become familiar with Hanna' governance policies; develop, recommend and implement policies, fundraising and program goals and objectives; provide ongoing communication to the Board on critical matters related to Hanna.

- With the Board Chair and Executive Committee, coordinate the efforts of regular and ad hoc committees; develop meeting agendas, schedules, retreats and other activities with the Executive Committee; ensure that all committees achieve objectives; encourage Board members' appropriate involvement in Hanna's range of activities.
- Assist the Board in identifying and recruiting new Board members whose talents, backgrounds, commitment and interests are congruent with the needs and mission of Hanna.

OTHER QUALIFICATIONS AND CHARACTERISTICS

The CEO will be a driven and pragmatic leader possessing the following key qualifications and characteristics:

- A commitment to Hanna's mission of supporting youth as they transition to adulthood; an understanding of the needs and challenges of young people through personal experience, as a provider of direct services, public official, nonprofit board member or related experience.
- A track record attracting financial support, whether as a nonprofit executive or board member, or from the commercial sector, from individuals, foundations or businesses; a strong partnership/relationship builder; having contacts in the North Bay Area would be an advantage.
- Demonstrated experience in change management and scaling an organization; ability to build and align essential resources for administrative infrastructure, technology, talent acquisition and retention; a track record of implementing strategies that improve internal workflows, communications, goal setting and metrics for measuring progress.
- Decisive, resourceful, fearless, determined and experimental; one who can see and convey the long term benefits of taking calculated risks; a person with the organizational sensitivity to gain the support of the Board; a team builder and collaborator one who trusts and empowers the senior management team, yet also holds people accountable for advancing the mission of providing quality services to youth; a leader who understands the subtleties of recruiting, motivating, directing and retaining a diverse group of personalities.
- An individual who is straightforward, shares information easily, listens as well as offers advice, and has outstanding oral and written communication skills.
- An individual possessing Hanna's core characteristics of resilience, integrity, spirituality, compassion, respect and service to others.
- An individual possessing a sense of humor, and an ability to maintain balance and perspective.

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