

HORIZON SERVICES, INC.

Executive Director

The Board seeks an experienced human services chief executive to strengthen HSI financially and operationally, and innovate as the organization delivers critical Substance Use Disorder programs and supportive services.

[Horizon Services, Inc.](#) (HSI) is a community-based Substance Use Disorder (SUD) nonprofit serving three San Francisco Bay Area counties (Alameda, San Mateo and Santa Clara). Founded in 1974, HSI annually serves more than 9,300 clients of diverse backgrounds, ages, genders and orientations through residential and outpatient treatment programs, and also reaches 54,000 area youth through its prevention programs. Specific services include:

- Immediate, short-term recovery programs in 3 counties through Cherry Hill Detox and Sobering Station in San Leandro (the largest such facility in Northern California), Palm Avenue Detox in San Mateo and Horizon South in San Jose.
- Long-term recovery programs through Cronin House (a men’s residential program in Hayward), and Chrysalis (a residential program for women in Oakland).
- Project Eden, which serves youth and families with prevention, pre-treatment and outpatient treatment programs in schools and at a central site in Hayward. These programs include school-based psycho-educational groups and crisis intervention, outpatient substance abuse counseling services, supportive intervention services to LGBTQ youth, among other programs.

The organization has a current operating budget of \$8.5M, a staff of 120 and a 10-member Board. In addition to using rented facilities, HSI owns properties in Hayward and Oakland. The agency maintains very strong relations with funders in the counties in which it operates, has a strong track-record of service, and is respected regionally and state-wide as a key provider of behavioral health care.

BASIC FUNCTION

The Executive Director will shape the management team and staff, and leverage the Board’s expertise and networks to drive policies and increase government & private funding support. The Executive Director is responsible for all staff, staffing and consultant hiring/retention decisions; fund development; day-to-day management of finances, properties, operations and programs; program content; and all policy positions, advocacy, branding and communications. A key focus for the Executive Director will be to maintain and grow successful and productive local and regional community relationships, especially among funders.

The next Executive Director will launch a concerted public campaign to assure that Horizon Services, Inc. expands and deepens its services to affected communities. In the process, the Executive Director and staff team will raise consciousness and create social change at the intersection of trauma, substance use, and mental health challenges with an emphasis on the social determinants of health such as interactions with the criminal justice system, homelessness, poverty and employment challenges.

The Executive Director will focus on strengthening HSI financially, responsibly using financial and physical assets, and the cultivation of a skilled and motivated staff that is ready and willing to change with the times.

At the core of the Executive Director’s responsibility is shaping an organization that supports those living with SUD and mental health challenges as they:

- Come to grips with their situation and develop tools that will help them successfully navigate their substance use and mental health challenges;

- Become as self-sufficient as possible, while leveraging their lived experience to help others overcome similar challenges;
- Cultivate skills leading to employment, self sufficiency and independence.

Supported by a fundraising oversight Board and experienced staff, the Executive Director will shape an organization that is viewed by government and nonprofit executives across its service region as a leader in Substance Use Disorder treatment and services.

The Executive Director's responsibilities include:

LEADERSHIP & VISION

- Understand and passionately advocate for the evolving needs of those living with SUD and mental health challenges, translating those needs into programs, partnerships, facilities and facility upgrades, staff competencies, and funding outreach;
- In partnership with the Board of Directors, provide strategic planning for the organization, ensuring that the concerns of staff, the Board and the communities served are taken into account;
- Support a climate that attracts, retains, and motivates a diverse, high-quality staff; foster an environment where service providers are incentivized to evolve with the times, staff talent and skills are optimally utilized, positions are well-defined, training and professional development is offered and the potential for career growth is understood.

COMMUNITY RELATIONS, VISIBILITY AND COMMUNICATIONS

- Key to the Executive Director's success will be development and marketing of highly visible, highly attractive programs that are viewed as having a strong and measurable healing impact on those with SUD and mental health challenges. The Executive Director will serve as an advocate and effective spokesperson on these issues, and will:
 - Build public understanding and embrace of Horizon Services' work;
 - Represent the goals and objectives of the organization before public bodies, Boards, funders, and community organizations;
 - Strengthen existing partnerships and create new ones that will benefit Horizon Services, clients served and the community as a whole; and
 - Ensure that Horizon Services is recognized for its innovative leadership and in shaping and delivering services with impact.
- The Executive Director will update HSI's communications materials, social media and online presence to focus on interaction through mobile devices.

FUNDING AND FUNDRAISING

- Work with the staff and the Board to assure a sustainable funding base for the organization; set fundraising goals, strategies and targets for all donor and funding segments – with particular attention paid to growing individual, business, foundation and government funding support;
- With the staff and the Board, actively drive direct solicitations to donors; continually seek to broaden fundraising so that development activities increase in sophistication and scope as awareness of Horizon Services' work evolves; create regular initiatives to target diverse sources of revenue and funding; develop special donor cultivation opportunities;
- Promote a culture of support for fundraising within Horizon Services so that all staff and Board members understand and embrace the reality that they are an active part of the Development

Team responsible for specific tasks, contribution of time and effort or material and in-kind contributions.

PROGRAMS, SERVICES AND FACILITIES

- Shape programs and services that can be embraced by those living with SUD and co-occurring disorders mental health challenges; foster a strong service orientation that is innovative, adjusts with the evolving needs of clients, is exciting compassionate, driven and professional; maintain a strong working knowledge of the field's significant trends;
- Assure HIS's position as a programming thought-leader and innovator; oversee the development of an array of programs that are attractive, exciting and magnetic;
- Maintain and consistently update facilities so they are attractive, in the process protecting HIS's investment and guarding against risk and liability;
- Convene relevant meetings that cross organizational boundaries and include partners, funders, and community leaders; develop cross-cutting projects and services in collaboration with other organizations and funders; seek government and other funding streams for services relevant to Horizon Services and the organization's constituencies.

GENERAL MANAGEMENT, FINANCE AND ADMINISTRATION

- Effectively manage and lead day-to-day operations and programs; ensure proper administration of the organization's contracts, compliance with federal, state and local program regulations and relevant employment laws, and meeting of other legal requirements;
- With the Finance Director, understand the organization's fiscal health; ensure that 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 budget and operating plans; ensure that internal and external levels of compliance in all aspects of programs and services are met; ensure that there is a relationship between programmatic objectives and available resources; develop long- and short-term financial plans and prepare financial and operating reports for the Board; develop an atmosphere of transparency and accountability with the Board on the org's financial condition;
- Oversee recruitment, retention, motivation and evaluation of staff and a cadre of volunteers; ensure that staff and volunteers receive appropriate ongoing training so they can effectively and efficiently serve Horizon Services' clientele and constituents;
- Provide evidence-based performance evaluation of staff and volunteers using both hard and soft metrics; develop award and recognition programs for staff and volunteers; develop annual program assessment mechanisms; identify and fix programs that are not effective and evolve those that are; have standards for eliminating old programs and for establishing new ones.

BOARD RELATIONS

- With the Board Chair, coordinate the efforts of the Board; develop Board meeting agendas, schedules, retreats and other activities; encourage Board members' involvement in Horizon Services' range of activities including fundraising; implement approved Board policies, program goals and objectives;
- Provide ongoing communication to the Board on critical matters related to Horizon Services; act as liaison between the Board of Directors and community organizations, public bodies, funding sources and other entities;

- Assist the Board in identifying and recruiting new Board members whose talents, backgrounds, commitment, and fundraising abilities are congruent with the needs and mission of Horizon Services.

EXPERIENCE AND CHARACTERISTICS

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

- Proven senior-level managerial and operational experience, a track record of fundraising success, human resources knowledge, problem solving, financial experience as an executive in the not-for-profit, public or private sectors;
- Knowledge of effective programs and services to individuals and families living with substance use and mental health challenges;
- Deep-seated values in working with a culturally diverse staff, clientele and community; recruiting, developing and retaining a balanced workforce whose skills, lived experience and spoken languages reflect the communities of the area; Spanish, Mandarin, Vietnamese, Tagalog and other language abilities may be helpful, and knowledge of and compliance with CLAS standards;
- Experience with effectively managing similarly sized budgets and staff; proven ability to attract financial support from foundations, businesses, individuals and government sources; demonstrated success with fundraising including personally interacting with and cultivating donors;
- Outstanding oral and written communication skills, a history of public advocacy including excellent public speaking skills for formal and extemporaneous presentations; a demonstrated ability to work effectively with representatives, advocates and professionals with different backgrounds and from various communities; experience with involved county agencies and networks is desirable but not required;
- An ability to identify with the lived experience of those living with SUD and mental health challenges and their families is desirable but not required;
- A results-oriented social entrepreneur and hands-on “doer”; a builder with ambition to identify ways to grow the organization within its mission without jeopardizing organizational stability;
- A team builder who shares information easily, listens as well as gives advice, and respects the abilities of others while also setting ground rules required for effective management; someone who imparts trust and integrity; an individual possessing patience and a sense of humor, to maintain balance and perspective.

For more information please contact:

Steve Oppenheim
(202)803-6673 or steveno@moppenheim.com

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

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

m/Oppenheim Executive Search
San Francisco, CA