

SAMARITAN HOUSE

Chief Executive Officer

As the leading anti-poverty agency in San Mateo County, Samaritan House seeks an accomplished nonprofit executive with exceptional leadership, people, and communication skills for the role of Chief Executive Officer to:

- *Develop (with the Board) and drive the vision and strategy to meet community needs while sustaining and improving the quality of Samaritan House's services and programs;*
- *Be a credible, visible presence in the community and active resource builder;*
- *Lead a talented, committed, self-directed team;*
- *Cultivate and solicit select key major and leadership-level donors and funders;*
- *Commit to continue fostering a dynamic, positive environment where staff are valued and empowered, volunteers are engaged, clients are treated with dignity, and the principles of diversity, equity, and inclusion are practiced internally and externally.*

[Samaritan House](#) is a force for change that listens, responds with empathy to need, and provides the kind of support that encourages self-sufficiency. For nearly 50 years, Samaritan House has been leading the fight against poverty in San Mateo County. It is the only organization that delivers the full breadth of essential services and personalized support to the working poor. By ensuring clients are fed, clothed, healthy, and housed, they help them create their own stability and remain active, successful members of the community. Samaritan House is dedicated to fighting poverty and lifting lives. Clients work directly with a case manager who helps to identify and access a full range of services including food, clothing, housing support, worker resources/day labor opportunities, medical and dental care, and emergency financial assistance. During COVID, Samaritan House tripled its output of food, saw a 165% increase in health/mental health services, and supported the delivery of more than \$115M in direct financial assistance. San Mateo County recognized that Samaritan House had the channels and community relationships to provide critical services and to help other agencies strengthen their capacity to deliver services. Samaritan House is the lead agency for the Core Services Network, a group of seven nonprofit partners that work within San Mateo County to develop new guidelines to better serve residents, including with financial assistance to ensure clients remain housed.

At its heart, Samaritan House is a professionally managed volunteer organization. Volunteerism is critical to Samaritan House's operations and culture; volunteers are engaged across the agency and committed to its mission. Last year volunteers logged more than 33,000 hours assembling groceries and meals, bundling new clothes for kids to wear to school, distributing backpacks, and more. Physicians, dentists, and other licensed professionals volunteer to offer their expertise seeing clients in one of two Samaritan House medical clinics.

Samaritan House's business model is to gather resources and channel them to those most in need. Its partnership with Second Harvest of Silicon Valley makes it the largest distribution agency in the County. In-kind donations such as food, clothing, school supplies, bikes, toys, etc., account for 18% of the organization's FY22/23 \$28M budget. Approximately 36% comes from community support, 44% from government contracts, and 2% from other sources.

The importance of Samaritan House's role in addressing the needs of clients in San Mateo County in a multitude of areas, including food, clothing, and housing support, worker resources, medical and dental care, and emergency financial assistance, cannot be overemphasized.

Samaritan House has a strong culture of philanthropy: led by the CEO, everyone on the Executive Team stewards a portfolio of supporters, Board members fundraise, and the rest of the organization

provides content, data, and support to successfully increase contributed revenue. Samaritan House has a talented, collegial and collaborative staff of 140.

BASIC FUNCTION

The Chief Executive Officer reports to the Board of Directors and has six direct reports. The CEO is the chief advocate and fundraiser for Samaritan House; a credible, authentic relationship builder and communicator; and holds the big picture strategy that sets the tone and culture for staff to do their best work and to fulfill its mission. The CEO has a strong understanding of inequities in our society and the challenges hardworking people have in making ends meet.

Specific responsibilities and oversight duties include:

LEADERSHIP & CULTURE

- With the Executive Team and Board, assess, determine priorities, and review progress on the organization's programs and strategic plan.
- Maintain an organizational climate that attracts, retains, motivates, and develops a multi-cultural, diverse, high-quality staff and Board.
- Create an inclusive environment that embraces decisiveness, collaboration, transparency, open communication, and accountability.
- Champion the organization's commitment to diversity, equity, and inclusion.

GENERAL MANAGEMENT, FINANCE, AND ADMINISTRATION

- Assure the financial strength of Samaritan House and, in particular, that services provided are sustainably funded and long-term financial planning is robust; oversee and provide strategic guidance for strong financial performance; adhere to Board approved budget and operating plans; foster transparency and accountability. Samaritan House's fiscal policies and practices are focused on liquidity, adaptability, and durability to ensure fiscal strength to serve the future needs of the community.
- Promote employee engagement by remaining attentive to staff concerns; provide opportunities for staff to develop new skills, workflows and service approaches; ensure there are opportunities for staff to grow, develop, and advance in their careers; promote Samaritan House as a great place to work.
- Provide clear expectations to limit ambiguity; collaborate with the Executive Team to set goals, expectations, and methods for accountability.
- Be an advocate to promote and support advancement of organization technology for capacity building; ensure roll-out of new enterprise software is on track, that utility and reporting functionality meets the need, and staff are trained and confident in their abilities; utilize data for purposes of planning, program effectiveness, and to demonstrate impact.

REVENUE

- Play a significant role in the organization's fundraising, viewing all Board, staff, programs and partners through a fundraising lens; assist in fundraising solicitations, especially with major private, government and business donors.
- Understand the actual and prospective funding communities for Samaritan House; create strategies to secure sustained funding and engage staff and Board members in solicitation activities.

- Prioritize the resources of the Development Department to ensure the robust identification, cultivation, solicitation, and stewardship of donors.
- Develop strategies to generate additional sources of revenue i.e., collaborate with other nonprofits for grant funding, identify earned revenue opportunities, etc.

PROGRAMS

- Champion sustainable, high-quality programming while working to manage risks and liabilities that emerge during service delivery; review suite of programs for gaps in service and advocacy, and for program sprawl; continually upgrade programs and embrace experimentation and innovation in ways that also consider financial impact.
- Negotiate productive partnerships and relationships that benefit Samaritan House clients and those clients of other organizations.
- Continue to foster a strong service orientation that is innovative, compassionate, and professional; remain current with innovations in the field of service, ensure staff is trained in new approaches.

COMMUNITY ENGAGEMENT / EXTERNAL RELATIONS / COMMUNICATIONS

- Drive visibility for Samaritan House by serving as a credible, articulate, and effective spokesperson, in person, in writing, and on media; ensure the organization is recognized for its leadership and outcomes.
- Forge productive relationships/partnerships with government, politicians, nonprofit, business, and community organizations and leaders; empower staff to be active ambassadors for Samaritan House and its clients.
- Through strategic communications, educate the community about fighting poverty and ways to be part of the solution; as a passionate, eloquent storyteller to speak on the community's needs and client success/outcomes.
- Ensure that Samaritan House volunteers feel valued and inspired.

BOARD RELATIONS

- Engage Board members in advancing Samaritan House by contributing time, expertise, and treasure; provide ongoing communication and timely updates to the Board on the state of the organization.
- With the Board President, coordinate the efforts of various Board committees and task forces; encourage Board members' involvement in Samaritan House's full range of activities, including all fundraising.
- Maintain processes for the Board's direct interaction with staff.
- Engage with the Board for organization strategic planning.
- Help identify and recruit new Board members, whose talents, commitment, and fundraising abilities are congruent with the needs and mission of Samaritan House.

QUALIFICATIONS and CHARACTERISTICS

The CEO will be committed to the mission of Samaritan House and have deep familiarity with the challenges faced by those who are trying to give their families a better life. The CEO will be an experienced nonprofit leader with exceptional human qualities, an approachable, inclusive style, and a high degree of emotional intelligence. Additionally:

- Five+ years of senior-level leadership with an organization of a similar scale and complexity; strong preference given to experience in a similar or related field; knowledge of San Mateo County and the public and private funding landscapes would be a distinct advantage.
- Strong track record of working with a board of directors, staff, volunteers, and donors to provide a comprehensive array of services needed by community members facing economic insecurity and challenges.
- Demonstrated ability to increase revenue (contributed/earned/in-kind); a track record attracting financial support from individuals, government sources, foundations, and businesses; demonstrated experience in soliciting six- and seven-figure gifts.
- Experience in high level strategic thinking, planning, and leading an organization in implementation and course adjustment as needed.
- Experience growing organizations and services through partnerships, organic growth, new service development, mergers, etc.; the ability to develop productive relationships with government agencies, politicians, businesses, nonprofits, community leaders, and advocates from a variety of communities.
- Collaborative, resourceful and decisive with the organizational sensitivity to gain the support and confidence of the Board and staff at all levels; anticipatory; a leader who empowers the Executive Team and holds them accountable toward meeting objectives; understands the subtleties of recruiting, motivating, directing, and retaining a diverse group of personalities with different work styles.
- A leader that deeply values diversity, equity, inclusion and has a strong track record implementing anti-racist, culturally-responsive organizational policies and practices.
- Outstanding oral and written communication skills, including excellent public speaking abilities.
- An individual who is straightforward, shares information easily, listens as well as offers advice, welcomes differences of thought, and respects the abilities of others; someone who imparts trust and integrity, and guides others in a similar vein.
- A sense of humor and grace under pressure.

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