



**United Way Fresno
and Madera Counties**

President + CEO

Fresno, CA

Paul Towne, MBA
Vice President, Executive Search

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Chicago | Cincinnati | Columbus | New York | Los Angeles | Washington, DC

About United Way Fresno and Madera Counties

United Way Fresno County was established in 1923 as part of an international network of independently managed United Way chapters. In March 2015, the organization expanded its service area to include Madera County and amended its chapter name to United Way Fresno and Madera Counties (UWFM).

While the goal of all United Ways has always been to enhance the health, financial stability, and well-being of individuals and families, the chapter now explicitly focuses on working upstream of the issues that cause poverty. Namely, this means dismantling racist systems and advocating for community-driven solutions to building wealth, particularly for Communities of Color.

Systemic racism has locked Families of Color into cycles of poverty that require highly personalized solutions and comprehensive support. Financial literacy is simply not enough. Getting a job is not enough. Buying a home is not enough. No single method of direct assistance is remotely enough. United Way's Pathway to Wealth Creation requires a multi-faceted approach that resets all systems and leads individuals away from poverty into stability and security, then past that and on into abundance.

Our Prosperity Framework is a radical, wrap-around, long-term (10-year+), multi-million-dollar investment. It's an approach to reduce poverty and build wealth that is completely individualized to each household. The approach focuses on providing intensive and comprehensive support to individuals while simultaneously changing the policies and systems that challenge working families and keep them poor. Our work is conducted across a wide range of sectors, with a diverse range of government, corporate, non-profit, and resident partners. We recognize that all of these groups are necessary to achieve prosperity for Fresno and Madera working families and that we can all do more together than any sector can do alone.

We believe that the work of equity is an active process, and we recognize that the daily and ongoing cycle of learning, unlearning, and growing ourselves is the only way to make space for new, bold, and radical possibilities. We treat all people with dignity, including our team members, our clients, our community partners, and even those who might not yet understand the vital importance of equity work.

Impact Opportunities + Strategic Priorities

Many of our community partners work in the areas of direct aid and emergency services. While we may sometimes assist such CBO partners with capacity building, funding, outreach staff, and/or other resources, we generally don't spend a lot of time in this arena. For one thing, there are plenty of other great, culturally competent organizations already doing the work. Most importantly, we know we're needed elsewhere.

Individuals must achieve Stability and then Security before reaching full Prosperity. These areas are where we focus our strategic priorities as an organization. While it is crucial that every person and every family have their basic needs met, it is only by working upstream of poverty that we will ever solve the issues long-term. We believe the best way to alleviate inequity is by creating customized pathways to prosperity for individuals and their families.

We do this with several key internal programs as well as advocacy and support for external partners' work. Some examples include:

Free Tax Prep. For millions of Americans, tax refunds and credits are essential to financial stability and success. Research shows that tax credits like the Earned Income Tax Credit and the Child Tax Credit play a critical part in helping families maintain economic stability. United Way provides free tax preparations to low- and moderate-income individuals, families, and seniors. Tax returns are prepared by trained and IRS-certified volunteers at local community organizations, churches, and schools. These volunteers help ensure filers get back every credit owed to them. Last season, the Free Tax Prep program helped save local filers \$1,117,750, earning individuals an extra \$250 on average while saving them even more on tax filing fees. The California Earned Income Tax Credit (CalEITC) returned \$485,435 to the region.

Direct Relief. Direct cash aid is one of the best ways to combat poverty. With the support of different funders, United Way has been able to provide cash aid directly to residents with specific needs. This has included Creek Fire survivors and those most heavily impacted by the COVID-19 pandemic. Most recently, we've partnered with USDA to provide one-time \$600 relief payments to food and farmworkers financially impacted during the pandemic.

211 Modernization. The 211 Helpline is a free and confidential call line that is available around the clock in multiple languages. United Way maintains a database of local programs and resources and connects callers to such services as food assistance, utility and rent assistance, parenting tips, translation services, and so much more. Traditionally, callers request help for their specific needs, and call specialists connect them to the appropriate resources. With our ongoing 211 modernization, we hope to eventually provide callers with more ongoing, whole-person care. Working with other local partners, we aim to expand and improve language options, ensure all local resources are included and kept updated in the database, and make sure callers are informed about long-term and ongoing care options in addition to any immediate needs.

High Roads to Good Jobs + Prosperity

United Way was awarded a \$10 million grant from the Community Economic Resilience Fund. This grant, provided by the State of California, will support efforts to create wealth and prosperity in disinvested populations in the Central Valley by assisting with bringing thousands of quality jobs, advancing entrepreneurship and access to capital for hundreds of minority business owners, and providing infrastructure in urban digital deserts while creating a demonstration model for scale and replication.

We are addressing race inequity on several other fronts. We continue to develop our Prosperity Coaching model – an innovative, long-term approach designed to teach people how to grow and invest in wealth. We've also just wrapped the first cohort of Building Black, a nine-month leadership series for Black managers, business owners, and entrepreneurs. As founding members of the Fresno Digital Coalition for Inclusion, we're working with a huge group of partners to close the digital divide and bring internet access to those most underserved in Fresno County. With Madera Rising, our outreach team continues to work alongside other nonprofits to help expand their reach and create a stronger network across the county.

These are just a few of the ways that United Way Fresno and Madera Counties mobilize the collective power of the community to break down systemic barriers to prosperity.

Situation

After eight years of transformative leadership, United Way Fresno and Madera Counties' first Black woman President + CEO, Lindsay Fox, has transitioned out of her role, having grown the organization in size, scope, impact, and revenue. Under Fox's leadership, the Fresno and Madera Counties chapter shifted focus from simply addressing the immediate needs of the mid-Central Valley's most disinvested community members to playing a more active role in dismantling bigger structural and institutional issues that keep those same people in generational cycles of poverty.

Kyle B. Rahn has been selected by the United Way Board as Interim President + CEO. Rahn comes to the organization presently by way of Dallas, having previously served as the first female President + CEO of United Way of Southern Nevada (UWSN). Under her leadership, Rahn guided the organization's cradle-to-career community-based agenda, building strong partnerships to improve outcomes in early childhood education, student success, post-secondary attainment, and workforce development.

A DEI champion, Rahn also created a diversity task force at UWSN, ensuring that all community grant funding applied an equity lens. She brings more than 30 years of progressive experience leading high-performing teams, strengthening donor and board relations, navigating high growth and turnaround, and strategic planning in industries ranging from private organizations to complex nonprofits. Most recently she served as the Interim Chief Development and Marketing Officer of United Way of New York City.

The next President + CEO will have the unique opportunity to operationalize and implement UWFM's innovative and community-driven Prosperity Framework and Pathway to Wealth Creation. The CEO will lead efforts to grow and build the capacity of UWFM's extensive network of community partners to provide wrap-around support to educate the community on how to grow and invest in wealth, reduce poverty, and build financial stability and prosperity for underserved communities across the Central Valley.

Never before have the strategic priorities of United Way Fresno and Madera Counties, the needs of the region, and access to funding been better aligned. As a result, UWFM is uniquely positioned to bring sustainable change to the community. This is well understood and articulated by a board of directors eager to embrace and support a new leader intent on fostering innovation, inspiring and driving change, maintaining operational excellence, and strengthening capabilities and effectiveness while serving as a visible and respected collaborator within the community.

Position Summary

With a dedicated, mission-driven staff of more than 25, a budget of \$7M, and more than \$18M in grant funding, United Way Fresno and Madera Counties seeks a dynamic, authentic leader with a strong equity lens. This individual will propel the organization to new heights by leveraging their background of executive leadership and management experience, along with a commitment to driving sustainable community-driven strategies that embrace equity and inclusion principles to benefit communities disproportionately affected by racial and economic inequities.

The new President + CEO will bring fundraising and partnership development skills, an understanding of poverty-related issues, experience with and knowledge of scaling organizations, and experience with organizational culture development. The CEO will implement UWFM's strategies by identifying and capitalizing on growth opportunities, expanding community partnerships, and cultivating other resources. The CEO has overall strategic accountability and operational oversight for UWFM's staff, programs, growth, and the successful execution of its mission.

Reporting to the Board of Directors, the CEO will collaborate with the board, staff, partners, and community stakeholders to deepen the organization's impact in promoting equity through building strong and prosperous communities. Serving as UWFM's primary spokesperson and chief ambassador, the CEO will inspire confidence with both external and internal audiences while demonstrating superior leadership, management, partnership, and communication skills. UWFM's staff serve multiple communities with distinctive needs, so the CEO's ability to actively listen, communicate clearly, and build trust with and among constituencies will be highly valued.

Responsibilities

Community Leadership

- » Live the values of UWFM, demonstrating a deep respect for all members of the community
- » Possess a credible record of valuing, developing, and sustaining a wide range of professional relationships across multiple sectors, including government, the private sector, and community partners
- » Demonstrate an advanced understanding of best practices for delivering affordable, high-quality programs and services focused on diverse communities
- » Lead the strategy and implementation of a broad range of community impact initiatives
- » Work closely with community partners and our program staff to drive maximum impact on families in Fresno and Madera counties
- » Collaborate with other community leaders to advocate for social and economic justice policies and resources
- » Serve as the face of United Way in the community

Community + Partner Development

- » Demonstrate an in-depth understanding of the systemic issues that create barriers to wealth creation for the working poor and other underserved communities, and creative and innovative plans for how to overcome such hurdles through engagement, investment, and partnership
- » Foster trust, interdependence, and collaboration with community partners, including government agencies, local organizations, and community residents
- » Build and activate partnerships and coalitions with local, regional, and national partners to advance the United Way mission
- » Exercise diplomacy with a strong ability to navigate complex multi-stakeholder environments

Strategic Management + Resource Development

- » Partner with the board and United Way's leadership team to craft organizational goals, develop strategies, and ensure accountability
- » Co-create strategic plans, long-term vision, and resource planning and mobilization
- » Ensure coordination and strategic alignment of all United Way activities related to community impact, resource development, and staff alignment
- » Optimize organizational systems and processes to promote organizational effectiveness
- » Provide effective oversight of organizational budgeting and finances ensuring fiscal responsibility and compliance
- » Ensure sustainable funding from a variety of sources, including government grants, major gifts, and new sources of revenue
- » Provide high-level vision and support to the implementation of a modernized Workplace Giving growth plan

People Leadership + Staff Development

- » Serve as a strong, credible, and passionate voice for diversity and inclusion
- » Lead by example with tremendous authenticity and the ability to establish credibility in the community
- » Lead and mentor a growing team of dedicated, mission-driven professionals
- » Support staff professional development, develop internal leadership capabilities, and promote succession planning
- » Develop staff recruitment and retention strategies to meet the needs of a growing team while ensuring organizational sustainability and overall staff satisfaction
- » Develop high-performance teams and removes obstacles to teamwork by establishing a spirit of partnership and shared accountability
- » Effectively allocate time for developing, coaching, and mentoring senior leaders and employees in key roles
- » Demonstrate an ability to foster an inclusive workplace that supports and encourages the development of others, drives shared accountability across the organization, supports constructive resolution of conflicts, and encourages collaboration with other local United Ways

Experience

Qualified candidates will have demonstrated outstanding leadership in roles of significant responsibility, having led diverse organizations with a record of accomplishment in directing innovation, implementing change, and achieving results. They will bear a strong commitment to advancing equity, with a relevant understanding of the underlying factors affecting their progress.

Candidates will have held an executive or leadership position or had prior board experience with a foundation, government agency, or nonprofit working in the social sector. They will, ideally, have led community-driven initiatives involving multiple constituencies, with an ability to communicate, influence, and lead consensus. They will be a champion for diversity, equity, and inclusion and have the ability to actively listen and amplify the voices of Communities of Color and other underserved communities.

Qualifications

- » Five plus years leading nonprofit organizations and/or programs
- » A minimum of five years' managing teams of ten to 50 employees, including managing senior leaders
- » A proven track record in recruiting, developing, and mentoring high performing, mission-driven, and results-oriented teams; a proven track record of staff retention
- » Experience in driving high-level strategy, making critical, daily decisions that impact multiple stakeholders
- » Ability to build partnerships and navigate multi-stakeholder relationships or collaborations
- » Extensive experience in developing and implementing multidisciplinary projects and programs with direct service initiatives focused on underserved communities; programs such as financial literacy, housing, mental health supports, etc.
- » Comprehensive knowledge and understanding of the social and racial justice approach to community development, through a combination of lived experience and/or professional and educational expertise
- » Experience driving and enabling fundraising efforts in collaboration with a development team
- » Experience in maintaining regular and ongoing communication to build strong relationships with the Board
- » Proven experience executing organizational growth and leading successful organization; including managing a broad range of functions such as budget/finance development, program development and implementation, human resources, and marketing/public relations
- » Strong business acumen and a history of providing visionary and strategic leadership at the executive level
- » Proven experience working with and/ or leading a nonprofit Board and working with diverse groups of people

- » Excellent written, oral, and public speaking skills; a persuasive and passionate communicator with strong interpersonal skills
- » Spanish language fluency is a plus
- » Intimate knowledge and a deep understanding of the community UWFM serves is preferred
- » Experience implementing community-based solutions to reduce poverty is preferred
- » Experience advocating for social programs at the state and local levels is preferred

Competencies

- » Community-focused—makes people feel valued by delivering on commitments and exceeding expectations
- » Enables others to maximize talent by creating a work environment that inspires people to be motivated, engaged, and productive
- » Relationship builder who encourages collaboration and partnerships throughout the organization and across the Central Valley community
- » Results-driven—ensures high levels of performance in self and others
- » Strategic thinker—maintains a long-term, big-picture view and implements strategy effectively
- » Serves others—promotes organization values by demonstrating optimism and the highest standards of integrity and ethics
- » Committed to diversity and inclusion within all aspects of the work, including communities, Board, and staff
- » Serves as a catalyst—an agent that provokes or speeds significant change or action
- » Seeks and assumes volunteer leadership roles throughout the community

Reporting Relationships

This position reports to United Way Fresno and Madera Counties' Board of Directors and has direct supervisory responsibility for the Executive Leadership Team, which consists of the following:

- » **Vice President of Operations**
- » **Vice President of Impact**
- » **Vice President of Resource Development** (*vacant*)*

**This search is currently being conducted by Cooper Coleman and the placed candidate is expected to begin in June of 2024.*

Executive Team

(Please do not contact the organization or its leaders directly)

Ashley Ruiz (she, her, hers)

Vice President of Operations

With almost a decade of nonprofit experience, Ashley is passionate about providing services to clients and making a difference in their lives. She hopes to continue connecting the community to programs and opportunities to help working families thrive. She loves living in the Central Valley for its small-town feel, where communities care for their neighbors and help each other overcome barriers.

Ashley holds a BS in Organizational Leadership and a Master of Public Administration and was recently named one of Fresno's 40 Under 40 by The Business Journal.

Kevin Williams (he, him, his)

Vice President of Impact

Kevin Williams has over ten years of experience in strategic planning, program evaluation, training, and facilitation for non-profit and local government agencies. He has most recently served as the Director of Equity and Impact for Fresno Economic Opportunities Commission, leading the creation of theory of change, logic models, and equity-based learning and practice for all 36 programs. Kevin developed training on systemic poverty, social justice, race, cultural competence, implicit bias, strategy development and implementation, quality assurance, and several others. He has presented on both the local, national, and international stage, most recently speaking at the National Community Action Partnership Annual Convention and participating in a panel on the intersectionality of race and culture on Jamaica Television (TV-J)

Prior to relocating to the Central Valley, Kevin worked in local government in St. Paul, MN, as a planning analyst focusing on Social Services, Accessibility, and Mental Health. He oversaw several multi-million-dollar grants from the MN Department of Health as well as leading community coalition work and increased partnership between local government and community-based organizations. Kevin has also been a strong advocate of restorative justice policies and supported the development and implementation of Warrant Resolution Day and Housing First initiatives.

In his spare time, Kevin is an ardent science fiction, music, and fashion. He is currently working on a book on comic books and historical documents of social movements. Raised with a rich cultural history that includes Panamanian and Jamaican influence, Kevin enjoys the application of culture to community-directed projects. He holds a BA in Psychology, and Master's Degrees in Business Administration and Social Psychology.

Compensation + Benefits

This is a full-time, exempt position with a salary range of \$190,000-\$225,000.

A comprehensive benefits package is provided, including:

- » Medical, dental, and vision benefits for employees and eligible dependents; optional flexible spending account
- » 403(b) retirement savings account
- » Voluntary life, long-term disability, and short-term disability insurance
- » Twenty (20) days of paid time off/ sick time
- » Fourteen (14) paid holidays

As a reflection of our firm's commitment to equity and equal pay for all, Cooper Coleman requires that salary ranges or salary starting points be published for every search we conduct. The practice of not posting salaries perpetuates the gender and racial wage gap and discriminates against women, people of color, and other historically excluded populations by causing individuals to negotiate from a disadvantaged starting point.

Location

United Way Fresno + Madera Counties is located at 4949 East Kings Canyon Road, Fresno, CA 93727.

Submission Instructions *(please read carefully)*

[Cooper Coleman](#) is leading this search on behalf of United Way Fresno and Madera Counties. To apply, please [visit this link](http://www.coopercoleman.com/current-searches) (www.coopercoleman.com/current-searches). Inquiries and nominations of qualified candidates can be sent to:

Paul Towne

paul@coopercoleman.com

Kindly use the position title as the subject line of your email. All inquiries are held in confidence.

A cover letter is not required with your initial application but is welcomed to help us understand your fitness for this role during our initial evaluation. Candidates invited for interviews with the UWFM team will be asked to provide a thoughtful letter of interest indicating their specific qualifications for the opportunity, desire to join UWFM, and connection to its mission.

Review of applications will begin immediately and continue until the successful candidate has been selected.

Cooper Coleman LLC is committed to providing equal employment opportunities to all qualified candidates and will refer candidates without regard to race, color, religion, national origin, sex, sexual orientation or identity, age, ability, veteran status, or any other legally protected basis.

EEO + Diversity, Equity, and Inclusion

United Way does not discriminate on the basis of race, color, religion, origin, gender, national origin, age, marital status, military service, disability, or sexual orientation. Reasonable accommodation will be provided upon request.

Background Check

Before sending your resume for this position, please read it over for accuracy. Cooper Coleman verifies its candidates' employment and academic credentials represented at the time of offer, and an offer of employment is contingent upon the successful completion of a civil and criminal background check.

About Fresno

Fresno is the largest city in the greater California Central Valley region. It covers about 115 square miles and had a population of 542,107 as of the 2020 Census, making it the fifth-largest city in California, the most populous inland city in California, and 34th largest city in the nation.

Named for the abundant ash trees lining the San Joaquin River, Fresno was founded in 1872 as a railway station of the Central Pacific Railroad before it was incorporated in 1885. It has since become an economic hub of Fresno County and the San Joaquin Valley, with much of the surrounding areas in the Metropolitan Fresno region predominantly tied to large-scale agricultural production. Fresno County is ranked first in the nation for agricultural production with annual sales in excess of \$3 billion. Metropolitan Fresno attracts residents with its diverse job market, inexpensive housing, and array of cultural attractions.

Fresno is approximately 220 miles north of Los Angeles, 170 miles south of the state capitol, Sacramento, and 185 miles southeast of San Francisco. For outdoor enthusiasts,

Yosemite National Park is about 60 miles to the north, Kings Canyon National Park is 60 miles to the east, and Sequoia National Park is 75 miles to the southeast.

Fresno is the fourth-largest majority-Hispanic city in the United States, with 50.5% of its population identifying as Hispanic in 2020. There are now more than 70 ethnic groups in the metropolitan area, including sizable Armenian and Hmong communities. United Way of Fresno and Madera Counties is proud to serve this diverse, two-county region with a population of more than 1.2 million people.

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About Cooper Coleman

Cooper Coleman is an executive search and consulting firm partnering exclusively with nonprofit organizations, foundations, and research and academic institutions to drive meaningful growth. We move organizations *forward* by placing the right leaders in the right roles at the right time, and we help to strengthen management and fundraising capacity to amplify their mission and impact.

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