



**United Way Fresno  
and Madera Counties**

## Vice President of Impact

*Fresno, CA*

**Paul Towne, MBA**  
Executive Search Consultant

# 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.

## Looking Forward

United Way Fresno and Madera Counties is at an inflection point. Our programs and our partnerships with community organizations are the cornerstones of impactful resident-focused initiatives looking to advance racial and economic justice. Our cornerstone Financial Stability programs have the support of government agencies, community partners, and local employers. Our expanded, mission-driven staff is excited to welcome a new VP of Impact who will lead our program team as we expand our strong presence in the community and create pathways to help families move from financially surviving to thriving.

## Position Summary

The Vice President of Impact provides strategic and innovative leadership, planning, execution, and accountability for all United Way Fresno and Madera Counties' programs and initiatives to help working families thrive. This position reports directly to the President and CEO and leads the Impact department, providing direct supervision of the Director of Impact, Director of Program and Training, Director of Stability and Security, and Director of Workforce Development, and serves on the Executive Leadership Team.

The Vice President works directly with the President and CEO to refine, implement, and evaluate the organization's strategic plan and provides support with governance, administration, and organizational change. The position requires a commitment to high-functioning partnerships with all areas of the organization, including fundraising, operations, research and data analytics, marketing, public relations, public policy, and volunteerism.

The Vice President partners with the President and CEO to position United Way as a community leader in the Central Valley and provides leadership, vision, and focus to develop strategies and tactics for an integrated approach to community impact both internally and with partners. They will represent United Way in the [Fresno DRIVE Initiative](#), a ten-year community investment plan to develop an inclusive, vibrant, and sustainable economy for residents in the greater Fresno region.

The Vice President develops strategic partnerships with community stakeholders, oversees the implementation of strategic initiatives, and provides oversight for all programs and initiatives, including successful, appropriate, and impactful utilization of grant funds and the

timely, accurate reporting of impact to funders. They will oversee the refinement and implementation of the Prosperity Coaching model and have primary responsibility for the incubation of new and innovative programs that support United Way's community commitments.

The Vice President is a strategically adept professional who demonstrates sound judgment, proven team leadership skills, and the ability to work closely with senior leaders in the organization to help drive effective cross-organizational strategy projects involving internal and external stakeholder groups. They are a dedicated individual with a positive, results-driven attitude and a strong commitment to the organization, vision, mission, and team of United Way Fresno and Madera Counties.

## Essential Duties + Responsibilities

- » Oversee all impact programs and initiatives
- » Build strategic relationships and partnerships with key community stakeholders, including businesses, government, foundation, and nonprofit organizations, to align strategies and tactics to support United Way's strategic plan and programs
- » Represent United Way at community events to build and strengthen partnerships
- » Recruit, train, manage, and motivate the Impact team to operate with the highest standards of performance
- » Provide leadership to the Impact teams, including coaching, mentoring, goal setting, monitoring, and evaluation
- » Align employee activities and professional development to achieve program goals and objectives
- » Ensure compliance with United Way organizational standards and oversee all reporting on grant-related projects and initiatives
- » Design program strategies that integrate multi-partner, system change models and individual programs
- » Oversee the organization's preparation, evaluation, and communication of all community impact achievements and provide updates for the President and CEO
- » Oversee data and research focus areas, ensuring that the data and research initiatives are appropriate and relevant for community and organizational goals
- » Enhance organizational excellence by establishing operational KPIs, timelines, and resources needed to achieve strategic goals, proactively recommending and driving improvements as necessary, and setting standards for accountability and measurements of success
- » Convene community stakeholders to develop community-wide goals and implement a strategic and cohesive plan for Impact to make progress on these goals, all based on an understanding of community needs, an awareness of community resources,

and a knowledge of local and national best practice strategies (financial, advocacy, volunteer)

- » Explore implications of public policy for Impact and recommend positions on policy issues to the President and CEO
- » Work with the President and CEO to align program budgets with organizational budgets and oversee program budgets
- » Develop relationships with government, foundation, and corporate leadership that result in unique opportunities to advance community impact work in collaboration with other funders and community partners
- » Identify grant opportunities to support initiatives; assist in grant writing activities, including research, developing program logic models and budgets
- » Support resource development staff in their efforts to create strategies to prospect, cultivate, solicit, and grow donations, including major gifts and individual leadership givers
- » Work with the Executive Leadership Team to ensure all United Way available resources are aligned in support of both the organization's strategic plan and the Community Impact Plan
- » Build strong relationships across departments to facilitate collaboration on strategy-led projects
- » Maintain a strong understanding of critical industry trends and help United Way stay on top of relevant strategies and insights

## Qualifications

### Experience

- » 6+ years' leadership experience in non-profit management, financial management, strategic planning, and organizational development required
- » Demonstrated commitment to combatting systemic racism and advocating for community-driven solutions
- » Problem-solver and self-starter who initiates innovative solutions; collaborates and negotiates effectively with team members, partners, investors, and community stakeholders
- » Strong written and verbal communication skills and ability to distill and communicate complex issues and concepts to others
- » Ability to recruit, train, and successfully manage employees to achieve program goals
- » Ability to effectively lead, inspire, mentor, and develop a goal-oriented culture

- » Extensive experience in leading high-performing teams (volunteers and staff) in the design and delivery of results-based, high-profile, large-scale initiatives, programs and advocacy/public policy efforts
- » Experience managing and supervising diverse teams with a focus on building cohesion through quality standards
- » Experience working in collaborative environments and cross-functionally to achieve goals
- » Experience strategizing, developing, and leading dynamic projects in the human service sector, including start-up and pilot programs, as well as revitalizing existing projects

### Skills + Competencies

- » Ability to work in a fast-paced environment, meet deadlines, and perform under pressure
- » Ability to develop, implement, and manage budgets and project plans
- » Strong group facilitation and consensus-building skills
- » Computer proficiency and experience: Word, Excel, Access, PowerPoint, Google Suite, Zoom, online grant management portals, etc.
- » Strong project management, process improvement, or other applicable experience
- » Strong analytical skills using data to support decisions
- » Knowledge of the non-profit and social services sector is essential, as well as skills in grant-writing, grant management, personnel management, program development and operation, leadership, strategic planning, management of sub-contractors and partnerships, and direct service

United Way Fresno and Madera Counties recognizes that there is no such thing as a perfect candidate and welcomes mission-aligned applicants from a variety of backgrounds and professional experiences. We are dedicated to building a diverse, inclusive, and authentic workplace, so if you're excited about this role but your experience doesn't align perfectly with every qualification in the job description, we encourage you to apply anyway. You may be just the right candidate for this or other roles.

## Reporting Relationships

This position reports to United Way Fresno and Madera Counties' President and CEO and has supervisory responsibilities for four direct reports: Director of Impact, Director of Program and Training, Director of Stability and Security (*vacant*), and Director of Workforce Development (*vacant*).

## Leadership

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

### **Lindsay Fox (she, her, hers)** **President and CEO**

Lindsay's background in nonprofit work and her passion for the community make her a powerful leader and advocate for United Way Fresno and Madera Counties. Having worked with the Fresno County Office of Education and the Central Valley After School Foundation, she's focused on identifying gaps in services, policies, and programs and finding solutions to meet those needs.

Under Lindsay's guidance, UWFM has shifted focus from simply addressing the immediate needs of our most vulnerable communities to playing a more active role in trying to dismantle the big structural and institutional issues that keep people in cycles of poverty to begin with. Lindsay's free time is spent with her children, Patrick, Keith, and Lauren—along with her husband, Kenny, and dog, Winnie.

### **Ashley Ruiz (she, her, hers)** **Interim Vice President of Operations + Administration**

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.

## Compensation + Benefits

**This is a full-time, exempt position with a salary range of \$100,000-125,000.**

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
- » Ten (10) vacation days per year, accrued at 6.66 hours per month
- » Ten (10) sick days per year
- » 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 + Schedule

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

Work hours are typically Monday through Friday from 9:00 AM to 5:00 PM but may shift depending on scheduling needs. Flexibility is required.

This position is classified as a hybrid role with onsite requirements for specific meetings, events, and other organizational obligations. Driving to communities within the two counties – and potentially the state – may be required, and mileage is reimbursed at the federal rate.

## 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.

## 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](http://www.coopercoleman.com/current-searches)). Inquiries and nominations of qualified candidates can be sent to:

Paul Towne

[paul@coopercoleman.com](mailto:paul@coopercoleman.com)

Kindly use the position title as the subject line of your email. All inquiries will be 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.*

## Follow United Way Fresno and Madera Counties and Stay Engaged



[www.uwfm.org](http://www.uwfm.org)



[@uwfmc](https://twitter.com/uwfmc)



[www.linkedin.com/company/uwfmc](https://www.linkedin.com/company/uwfmc)



[@uw\\_fm](https://www.instagram.com/uw_fm)



[www.facebook.com/uwfmc](https://www.facebook.com/uwfmc)

## About Cooper Coleman

Cooper Coleman is a full-service recruiting 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.

Follow us to stay informed of new opportunities.



[www.coopercoleman.com](http://www.coopercoleman.com)



[www.linkedin.com/company/coopercoleman](https://www.linkedin.com/company/coopercoleman)