



**United Way Fresno
and Madera Counties**

Vice President of Resource Development

Fresno, CA

Paul Towne, MBA
Vice President, Executive Search

paul@coopercoleman.com

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 Resource Development who will lead our fundraising team as we expand our strong presence in the community and create pathways to help families move from financially surviving to thriving.

Position Summary

Reporting to the President and CEO, the Vice President of Resource Development at United Way of Fresno and Madera Counties (UWFM) is responsible for meeting or exceeding the fundraising goals of the organization while operating within the approved expense budget and provides strategic leadership, fiscal management, and oversight of all fundraising and events. This position is responsible for creating, planning, and implementing annual and multi-year strategies that will increase UWFM's revenue from annual workplace campaigns, corporate gifts and sponsorships, foundation grants, major gifts, non-workplace giving, and planned giving.

The Vice President of Resource Development mobilizes the community's collective resources to drive community impact. They lead a team of dedicated development professionals focused on community engagement, with an emphasis on growing revenue from a variety of sources, including businesses, individuals, and foundations.

Through focused and inspirational leadership, this role is responsible for developing and maintaining a culture of growth: growth in UWFM's impact, revenue, staff, and volunteer leadership through managing, mentoring, supporting, and coaching. In addition, they must develop a long-term vision that will inspire staff, lead volunteers and donors, and yield excellent resource development results.

The Vice President will represent UWFM in the community by attending events and, where appropriate, by serving in leadership roles to expand United Way's presence throughout the community. The appropriate candidate must have the ability to lead United Way's strategic community engagement efforts as it enters a bold new phase of organizational growth.

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 resource development initiatives 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

Fundraising

- » Responsible for all aspects of fundraising activities, including but not limited to workplace giving campaigns, corporate sponsorships, individual donors, and foundations
- » Work closely with the President and CEO to develop and implement the fund development plan
- » Develop and implement effective fundraising plans and programs that achieve the organization's mission and goals for current income and endowments within the framework of the organizational values, plans, policies, and budget and in concert with the organization's role in the community
- » Provide annual strategic department plan for fundraising activities with objectives, goals, strategies, tactics, measurements, and/or outcomes
- » Direct and manage all major gift fundraising
- » Provide plans, reports, and counsel as needed to the President and CEO, Board, staff, and external constituencies regarding fundraising plans and achievements
- » Represent the organization to key public and individual supporters and share in the public speaking, gift solicitation, and donor cultivation activities
- » Ensure an accurate and complete database of donors, prospects, key supporters, and campaigners
- » Further develop, implement, and grow a leadership giving program for Emerging Leader Donors, Leadership Giving Society Donors, Tocqueville Society Donors, and Initiative Donors
- » Ensure appropriate donor and campaign volunteer recognition
- » Recruit, develop, train, and mobilize a dynamic team of volunteers for all fundraising activities
- » Implement 'best practices' in all fundraising activities, e.g., CEO Visits, Campaign Kickoffs, ECM Training, Loaned Executive Sponsorships, Campaign Cabinet, Volunteer Management, Recognition Programs, Emerging Leaders, and Leadership Giving Society Programs

Strategic Management

- » Oversee the resource development department, including staff and volunteers
- » Develop goals and strategies to further the mission and promote accountability within the resource development department
- » Contribute to the leadership and management of the organization, including participation on the Executive Team and in meetings of the Board
- » Partner with executive and management teams to develop and implement effective processes and procedures for desired outcomes of department and organization goals, objectives, mission, and vision
- » Manage contracts associated with fundraising activities, meeting all local, state, and federal timelines
- » Recruit, develop, train, direct, support, retain, and evaluate a highly effective resource development team of paid staff and volunteers
- » Develop and manage an expense budget to support the fundraising activities of the organization

Qualifications

Experience

- » Four (4)+ years of nonprofit fundraising leadership experience; workplace giving experience preferred
- » Experience in building revenue and increasing programmatic memberships
- » Experience securing, writing, and managing grants and contracts
- » A working knowledge of corporate philanthropy in California
- » Problem-solver and self-starter who initiates innovative solutions; collaborates and negotiates effectively with team members, donors, partners, 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 revenue 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 fundraising 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

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, resource development and operation, leadership, strategic planning, management of sub-contractors and partnerships, and direct service providers

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 three direct reports: two Workforce Campaign Managers and a Resource Development Associate.

Executive Team

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

Kyle Rahn (she, her, hers)

Interim President + Chief Executive Officer

With over 30 years of progressive experience across industries, ranging from private organizations to international nonprofits, Kyle is an expert in leading high-performing teams, strengthening donor and board relations, and creating strategic plans with a fundraising focus. Kyle currently serves as a consultant and strategic advisor to various non-profit leaders and changemakers. Most recently, serving as the Interim Chief Development and Marketing Officer of United Way of New York City.

As the first female President and CEO of United Way of Southern Nevada, Kyle provided cradle-to-career support and increased revenue to help more families, children, and individuals succeed. As President and CEO of the organization, she guided UWSN's cradle-to-career community-based agenda, overseeing its work with community partners to demonstrate measurable outcomes in early education, student success, post-secondary attainment, and workforce supports.

Kyle's belief in the power of community is deeply rooted in her broad life experience and the lessons of her family and elders. Born into an entrepreneurial, community-minded family in Indiana, her father and grandfather raised her to take pride in her community and be additive to her community and neighbors.

Kyle's love of people and her passion for equity and inclusion has guided her work throughout her professional career. Always an involved citizen, Kyle serves her community in numerous volunteer positions, formerly acting as the Election Committee Chair for the Southern Nevada Chapter of the NAACP and acts as advisor and coach to numerous nonprofit Founders and CEOs across the nation.

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.

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 \$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](#) (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 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.

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