

November 2020
Position Profile

PRESIDENT & CEO



A COLLABORATIVE
APPROACH OF



United Way
of Snohomish County

MISSION, VISION, & VALUES

MISSION

Through our CORE Collaborative approach, United Way of Snohomish County catalyzes, supports, and invests in groups of partners with shared goals to create more equitable systems for families with young children trapped in poverty.

VISION

Families in Snohomish County live to their fullest potential for generations to come regardless of race, place, and ability.

VALUES

- ▶ Integrity
- ▶ Collaboration
- ▶ Innovation
- ▶ Equity
- ▶ Outcome-Oriented



LEADERSHIP OPPORTUNITY

President & Chief Executive Officer Everett, Washington

United Way of Snohomish County is searching for a thoughtful, steadfast leader who believes in creating more equitable systems for families with young children.

Over the last three years, United Way of Snohomish County has transformed as an organization. We have launched and completed the first cycle of community investments into a collaborative approach called CORE: Creating Open Roads to Equity. This bold approach recognizes that solving a complex issue like poverty requires complex, collaborative solutions.

We are not your typical United Way. With CORE, we have moved beyond the traditional role of simply being a fundraiser to being a funder, active partner, and convener focused on a [2-Generational](#) and [Collective Impact](#) approach.

Our [five CORE Collaboratives](#)—groups of more than 100 nonprofit, public, and private partners working together on shared, long-term solutions—are each focused on specific collaborative outcomes to help children birth to age 8 and the adults in their lives escape the traps of poverty.

Our commitment to this work is long-term because disrupting systems to advance CORE requires patience, care, and tenacity for the journey. United Way of Snohomish County's strategies and activities align with our CORE work and support United Way of Snohomish County's 2030 Strategic CORE Roadmap at uwsc.org/sites/uwsc.org/files/2030coreroadmap.pdf.

QUICK FACTS

- ▶ In Snohomish County, **more than 18,000 families are trapped in poverty** and almost 41,500 are struggling to get by.
- ▶ The first 3-year grant cycle for our CORE Collaboratives ends in December 2020. The board approved an **additional 3-year grant cycle, investing \$1,050,000** per year from 2021-2023.
- ▶ In **FY 2020, \$256,587 was invested** into the community through donor designations.
- ▶ FY 2020 **gross revenues were \$2,988,007.**
- ▶ The five CORE Collaboratives include **110 cross-sector partners** in Snohomish County.
- ▶ CORE is focused on children **prenatal to age 8 and the adults in their lives.**
- ▶ The CORE **Collaboratives serve a total of 220 families** with young children in a holistic way.
- ▶ **Community, family engagement, and equity** are vital to our CORE work.
- ▶ United Way of Snohomish County has a **board of 22 strong leaders** representing various sectors of our community, and **16 talented and dedicated staff members.**

I'm so grateful for the opportunity. It's a blessing. A dream come true. One minute I'm laying on a piece of cardboard wondering how it's all going to turn out, the next minute, I've got it.

— Ricky,
Homeward House Parent Ally
& Mentor



STRENGTHS, CHALLENGES, & INITIAL FOCUS

STRENGTHS

- ▶ Only organization in Snohomish County who is not only a funder, but an active partner in cross-sector collaborative work.
- ▶ Recognized as a strategic partner and leader, known for innovation and collaboration.
- ▶ Highly trusted throughout partner and donor communities.
- ▶ Fiercely committed to equity and anti-racism, continually learning and unlearning to be our best selves and the best organization for all.
- ▶ Value family and community voice because we recognize we don't have all the answers. The best solutions come from inclusive and diverse perspectives.



CHALLENGES

- ▶ Systems change is long-term work and CORE is a complex approach that can be difficult to market and fundraise around.
- ▶ Shifting donor mindset from band-aid approaches with annual outputs to removing barriers in our systems resulting in long-term generational outcomes.
- ▶ Increasing donor engagement and overall organizational revenue, particularly in a COVID-19 environment.
- ▶ Diversifying revenue streams to lessen dependency on employee giving, a model that will continue to decline in the years to come.
- ▶ Collaborative work is the right work, but is also very layered, sometimes messy, and slow-moving.
- ▶ Continually challenging binary "either/or" thinking to find innovative solutions.
- ▶ Balancing long-term strategy with flexibility to meet emerging needs.



INITIAL FOCUS FOR NEW CEO

(12-18 Months)

- ▶ Build authentic relationships with board and staff members to establish mutual trust and confidence.
- ▶ Actively develop relationships with community leaders, key donors, CORE Collaborative partners, and elected officials to leverage collective resources (human and financial) to improve the conditions of families in the community.
- ▶ Lead the implementation of the 2030 Strategic CORE Road Map, innovating within and around the plan.
- ▶ Increase overall revenue and investments into CORE Collaboratives.



POSITION OVERVIEW

The CEO reports to the board of directors and works closely with the board chair, the board of directors, executive committee, and the department lead team who guide the mission, strategic direction, and policies of United Way of Snohomish County.

The CEO has wide latitude in exercising independent initiative and judgment, subject to the policies and procedures established by the board of directors, and is fully responsible for a committed staff.



POSITION DESCRIPTION

RESPONSIBILITIES

Primary responsibilities include, but are not limited to, the following:

- ▶ Provide strategic, collaborative leadership focused on implementing and innovating around the 2030 Strategic CORE Roadmap.
- ▶ Strengthen United Way's presence and reputation in the community as a trusted partner and leader.
- ▶ Guide strategies to increase financial capital and thus, community investments.
- ▶ Maintain a central focus on long-term family outcomes.
- ▶ Think creatively about ways to educate and engage around complex systems-change work.
- ▶ Make all decisions and facilitate interactions with an equity mindset.
- ▶ Maintain accountability for the overall operational and fiscal integrity of the organization.
- ▶ Hold delicate balance of meeting donor needs and prioritizing the needs and generational outcomes of families with young children.





POSITION DESCRIPTION CONT'D

COMPETENCIES

- ▶ Relationship building
- ▶ Community impact and outcomes
- ▶ Fundraising
- ▶ Anti-racism, equity, diversity, and inclusion
- ▶ Community and family engagement
- ▶ Business acumen, budget, financial statements
- ▶ Team building
- ▶ Strategic planning

ATTRIBUTES

- ▶ Trustworthy, authentic, ethical
- ▶ On an advanced personal journey toward anti-racism, equity, diversity, justice, and inclusion
- ▶ Connector and influencer
- ▶ Transparent and effective communicator
- ▶ Passionate about community—in particular, issues related to poverty
- ▶ Strong leadership and executive skills
- ▶ Ability to engage in and problem-solve around complex issues
- ▶ Possesses a healthy sense of humor
- ▶ Demonstrates humility and ability to share power with others
- ▶ Uniting and steadfast force in turbulent and ambiguous times
- ▶ Forward-thinking with growth mindset

“ I strongly believe that we can improve the quality of life in Snohomish County by working with partners like United Way of Snohomish County and their CORE approach to address the causes and consequences of poverty. The future we choose to create will be one where our neighbors in need have the tools to succeed. ”

— Dave Somers, Snohomish County Executive

QUALIFICATIONS & BENEFITS



QUALIFICATIONS

Bachelor's degree and 7-10 years of senior level experience managing a nonprofit organization, or executive level corporate or public sector experience with significant volunteer leadership roles.

COMPENSATION & BENEFITS

The hiring range for this position is \$130,000 – \$160,000 per year, commensurate with experience. United Way of Snohomish County provides employees options on an excellent employee benefits package from which they can select benefits that best serve their needs, within United Way's defined benefit contribution. Choices include medical, dental, vision, long- and short-term disability, group life, and FSA and HSA options. United Way provides both base and matching contributions to a 403(b) retirement savings plan.

APPLICATION & TIMING

To apply, upload a resume and cover letter to match our profile competencies and attributes, and state salary requirements at bit.ly/uwscceoapp2020. Or, visit uwsc.org and click on the "In Search of Our Next Leader" banner at the top of the home page.

Applications received by December 6, 2020 are assured full consideration. All submissions will be acknowledged and will be held in strict confidence.

It is anticipated that initial candidate assessments will be conducted mid-December with remote first interviews in early January, second interviews in late January, and the successful candidate's anticipated start date will be on or before March 1, 2021.

Formal background checks will be conducted on finalists for the position, with their permission.

CONTACT INFO

For further information, please contact Trish Lehr at 425.374.5514 or trish.lehr@uwsc.org.