



KORN FERRY



ALAMEDA COUNTY
COMMUNITY
FOOD BANK

Position Specification
Executive Director (ED)

2021

POSITION SPECIFICATION

Position	Executive Director (ED)
Organization	Alameda County Community Food Bank (ACCFB)
Location	Oakland, California
Reporting Relationship	Board of Directors
Website	https://www.accfb.org/

THE OPPORTUNITY

Established in 1985, Alameda County Community Food Bank (ACCFB) is a fast-growing, dynamic organization at the forefront of hunger-relief efforts in the San Francisco Bay Area. As one of the most efficient, direct-impact organizations in the country, few nonprofits are as well-respected – or make such an impact on the community – as ACCFB.

Alameda County is home to a diverse population of 1.7 million residents. Given the high cost of living in the Bay Area, ACCFB serves an immense need: 1 in 4 Alameda County residents is currently experiencing some level of food insecurity resulting from the pandemic and economic fallout. While the pandemic has dramatically shifted how the organization works, it has also expanded the lens for viewing its mission: to help address the widened income, food security and racial equity gaps in the community. Looking forward, ACCFB continues to evolve in pursuit of a comprehensive anti-hunger strategy, moving away from traditional “output-based” goals and towards holistic outcomes of its approach, for the betterment of Alameda County and its residents.

After two decades of spearheading exceptional growth and fostering innovative approaches to activate its mission to passionately pursue a hunger-free community, ACCFB’s Executive Director, Suzan Bateson, has announced that she will be transitioning out of the Executive Director role later this year. The next leader will join in the midst of unprecedented times in which the pandemic and resulting recession have exponentially increased economic and racial disparities and the need for ACCFB services, yet at the same time the staff, board, and financial position of the organization have never been stronger.

This is an exciting moment for an energetic and accomplished leader to not only serve the community for the duration of this enormous recovery effort and beyond, but also help the organization grow as a change maker, forge new partnerships, and deepen ACCFB’s critical racial equity work. This individual will possess a drive for creating groundbreaking partnerships, funding streams, and organizational innovations. The next Executive Director will inspire the team and collaborate well with the board and partners to propel the organization forward during these challenging and uncertain times – and beyond.

Among many qualities, the Executive Director will bring passion for ending hunger, a deep understanding of the challenges of poverty, and a genuine commitment to diversity, equity, and inclusion. Recognizing that 7 in 10 individuals living at the poverty level in Alameda County are people of color, this leader will be embedded in the community, centering lived experience and

uplifting community voices to build a more inclusive narrative and advance racial equity as an anti-hunger strategy.

ACCFB's work has never been more pressing, and this next leader will bring authenticity and dynamic leadership to build on the rich legacy of Suzan Bateson and a strong, dedicated team. This is a critical moment for a new Executive Director to join an incredible organization, driving sustainable growth and positioning ACCFB for even greater impact, not only in creating a healthy, prosperous and just community, but ultimately ending hunger and poverty in Alameda County.

WHO WE ARE

Alameda County Community Food Bank is a 501(c)(3) nonprofit organization working at the forefront of hunger relief efforts in the Bay Area since 1985. For over 35 years, ACCFB has stood by the unwavering belief that food is a basic human right. ACCFB has been a pioneer of new approaches to ending hunger and poverty, and the organization's success and bold approach has earned ACCFB regional and national recognitions, including Feeding America's "Food Bank of the Year" award in 2016-2017.

ACCFB leverages innovative programming that is informed by client voice and lived experience of the community. Through an extensive partner network of food pantries, soup kitchens and other community partner organizations, ACCFB is able to deliver the equivalent of millions of healthy meals every month. ACCFB also offers a multitude of innovative services such as one of the nation's first food bank-based CalFresh (Supplemental Nutrition Assistance Program) outreach and application assistance programs, nationally-recognized anti-hunger advocacy efforts, as well as direct distribution and COVID-relief programs including school programs, home delivery and contactless drive-through distributions.

With a growing annual budget upwards of \$80M, 120+ passionate employees, and a distribution network of over 360 agencies and direct distribution partners, the food bank is currently distributing the equivalent of nearly 45 million meals annually. The organization's financial position remains incredibly strong, and generous support from the community reflects confidence in ACCFB's staff and their work.

Despite the significant demand for services and logistical challenges around the COVID-19 emergency response, ACCFB continues to meet the needs of the community, and through its full suite of services is on track to provide the equivalent of 120 million meals annually by 2023. ACCFB has also invested deeply in its network of partners, helping strengthen their operations in response to vastly increased needs stemming from COVID-19, because together, we can end hunger.

Mission: ACCFB passionately pursues a hunger-free community.

Vision: Children, adults and seniors of Alameda County do not worry about where their next meal is coming from.

Programs include:

- **Food Distribution:** Through an evolving model and in partnership with over 360 (and growing) organizations across the agency network and including direct distribution partners, we provide millions of pounds of fresh food.

- **Ending Child and Student Hunger:** We support our community's youth with nutrition to develop, learn and thrive.
- **CalFresh Outreach:** Our multilingual team helps families navigate the enrollment process for CalFresh, a critical nutrition program.
- **Advocacy:** We can't end hunger without ending poverty. We pursue legislative, budget, and systems change avenues to maximize safety net resources, improve economic inclusion, and advance anti-racist policies as an anti-hunger strategy. We work with all levels of government for a more just and equitable future.
- **Health and Hunger:** We play a vital role in community health by increasing access to nutritious foods and preventing chronic illness.

WHAT YOU'LL DO:

In partnership with the Board of Directors, the Executive Director is responsible for providing vision and strategic leadership to ensure the continued success and impact of the organization. The ED will be tasked with the development and execution of a strategic vision and the effective administration and oversight of all operations, programs, and external affairs.

The ED inspires and motivates internal and external audiences, leads with clarity and purpose, expands the organization's partners and supporters, engenders a positively engaged and inclusive culture, and demonstrates an unwavering, lifelong commitment towards the mission.

Specific responsibilities include:

Strategic Leadership

- Work closely with the Board and the senior leadership team to develop, lead and implement ACCFB's strategic plans, ensuring that ACCFB can efficiently deliver food to those in the community who need it.
- Develop a transparent internal culture that supports and inspires the mission, promotes synergy, collaboration, and innovation across the organization
- Fully embrace values of diversity, equity, and inclusion, and a commitment to social/racial justice, and instill this in the culture, leading through professional and personal example.
- Effectively communicate a clear, shared vision that is compelling and widely supported, ensuring that the mission is accurately understood and programs are effectively implemented.
- Recruit, lead, develop, empower, and grow a diverse staff – striving to build a team that represents and reflects the communities ACCFB serves – and empower them to operationalize the organization's strategy and continued evolution in response to current and future landscapes.
- Manage and lead the fiscal health of the organization; ensure that the organization's planning and budgeting process maintains a sound financial basis and supports both short-term and long-term needs and the objectives of ACCFB.
- Maintain a well-functioning, efficient organization through effective communications and teambuilding; develop measurable goals and objectives to enable ACCFB to provide the highest quality of operations, logistics, and services.
- Maximize environmental, sustainability and social impact efforts within the organization.

External Affairs, Partnerships and Fundraising

- Serve as the public face and official spokesperson of ACCFB; promote the mission and services to all community constituencies, prospects and donors, the general public, and the media.
- Serve as chief partnership builder, fundraiser, and community connector; cultivate relationships with key funders and partners to grow and diversify funding sources; maintain relationships with local businesses, nonprofits, and government entities, as well as forge new and innovative strategic alliances and community partnerships to increase opportunities and impact.
- Serve as an advocate and work with legislators, regulatory agencies, and other representatives of the social services industry to foster policies that help facilitate the efficient and effective delivery of ACCFB's services and overall mission.
- Collaborate with network agency partners, regional and national players such as the California Association of Food Banks and Feeding America, and other nonprofits and relevant thought leaders in adjacent spaces; build productive and meaningful relationships with partners to address and reduce hunger in our community through aligned efforts around direct service and meaningful advocacy, producing real policy and practice change that successfully transforms systems that perpetuate poverty, inequity and structural racism.

Board Governance/Development

- In partnership with the Chair of the Nominating Committee, identify, cultivate, recruit, and effectively onboard new potential board members that meet the values and needs of the organization, supporting its resource generation, networking connections, and diversity initiatives, and commitment to authentically representing the clients and communities ACCFB serves.
- Maintain effective relationships with the Board and work with Board members to set the organization's strategic direction and policies, adapting in the face of a challenging and ever-evolving external environment and advance its mission and impact.
- Ensure transparency and regular communication with the Board around all key governance issues, including strategic planning, financial oversight, staff accountability and performance metrics, and board recruitment and development.

WHO YOU ARE:

The Executive Director will be a dynamic leader with a genuine passion for strengthening communities and working to address issues at the intersection of hunger, poverty, health, racial and social justice, and human rights. This individual will bring a community-centered approach and appreciation of and desire to uplift community voices and lived experience. The successful candidate will bring sophisticated leadership, strategic vision, and agility for the organization to thrive and innovate in the face of significant disruption.

The successful candidate will be a creative leader with a collection of experiences which may include: overseeing complex operations and/or program delivery, building strategic partnerships, managing diverse internal and external stakeholders, and successfully leading advocacy, resource development, and public relations efforts. This individual will apply business acumen in a nonprofit/social enterprise setting and may bring cross-sector experience or experience in a similarly dynamic organization.

Additional ideal experience and qualifications include:

- A passion for serving others and for playing a meaningful role in the anti-hunger, anti-poverty, and racial and social justice movement
- Demonstrated business acumen and results-orientation in a similar environment of transferrable scope and/or complexity, including familiarity with budgeting, financial management and oversight, and working with senior leadership to manage fiscal and fiduciary accountability
- Experience creating and executing a multi-year, multi-stakeholder strategic plan to sustainably increase capacity and impact across an organization
- Experience or exposure to board governance
- Expertise managing organizational complexity
- Experience building and sustaining relationships with many constituencies, both internal and external, including government agencies and funding sources, and the media
- Demonstrated success with donors and closing significant gifts
- Ability to build and maintain effective relationships within a large agency network of diverse partners with varying levels of expertise and engagement, building consensus around strategic priorities, aligning resources, and driving coordinated strategies
- Ability to attract, hire, lead, and inspire top talent; track record of empowering a diverse group of professionals, fostering teamwork, and amplifying the work of others
- Excellent communication, media relations/spokesperson and public speaking skills, and a compelling and credible public presence, to advance ACCFB's work
- Demonstrated success building positive, effective, and collaborative cultures and representative teams that embrace diversity, equity, and inclusion
- Skilled at influencing and motivating others toward reaching organizational goals
- Agility to maintain a nimble organization that can sustain changing external forces
- Entrepreneurial orientation and thought leadership to recognize future trends and new opportunities
- Ability to promote the brand and safeguard the reputation and mission of ACCFB
- A good manager of assets – people, money, and time
- Politically savvy
- High level of emotional intelligence, empathy, and humility
- Impeccable character and integrity

EDUCATION

An undergraduate degree from an accredited college or university is preferred – or other relevant training or applicable experiences may be considered.

TO APPLY TO THE KORN FERRY TEAM

Interested and qualified candidates are welcome to submit application materials via the online portal for consideration. Please ensure that any attachments are uploaded in Word or PDF format, with your first and last name clearly labelled in the document title. Applications should include a full-length resume and a short letter of interest indicating your motivation to apply, connection to the mission, and relevant work experience. Please note that applications including only a LinkedIn profile or those lacking insufficient information will not be considered. Any nominations may be submitted directly to the KF team at accfb@kornferry.com as well.