

POSITION GUIDE

PRESIDENT AND CHIEF
EXECUTIVE OFFICER

ABOUT FRIENDLY CENTER

Due to increasing costs of living, working families are more and more being pushed into poverty. Contrary to Orange County's reputation of vast wealth, beaches, and tourism, many residents face a multitude of barriers to economic stability, evident by the fact that 24.3% of the county's children are living below the poverty line. For some, poverty is situational, yet for others, poverty is a cyclical reality that impacts generations of families.

Friendly Center has a long and distinguished history of serving families and children in need. Friendly Center was founded in 1924 by an interdenominational men's study group to help impoverished local farm workers and their families. Today, Friendly Center is an invaluable resource for individuals and families to overcome the impacts of short- and long-term generational poverty. A multi-service, multi-site nonprofit organization, Friendly Center works alongside low-income individuals and families from all walks of life to prevent homelessness and help individuals, families, and future generations on a path to success. Friendly Center's vision is bold: to end the cycle of generational poverty in Orange County.

Friendly Center responds to the needs of the community with dynamic, inclusive, wrap-around programs that help keep families safe, stable, and secure. Friendly Center has a flexible, creative, and holistic approach to elevate families so they may overcome crisis and the barriers of poverty.

KEY FACTS



- 20 staff
- 13-member Board of Directors
- \$2.6M budget (2023)
- \$4.1M revenue (2022)
- 20 wrap-around programs and services
- 3,247 individuals supported (2022)

MISSION

Providing stability, opportunity, and hope to children and families in poverty.

VISION

To end the cycle of generational poverty in Orange County.

VALUES



- Excellence
- Teamwork
- Hope
- Integrity
- Compassion



Needs are addressed in a step-by-step process, resolving issues as they are presented to Friendly Center's staff. Their dedicated staff build trusting relationships with individuals and families to ensure they are fully responsive to their unique needs. Friendly Center's clients come from all ages, race, color, religion, national origin, and many are from immigrant families. The goal is to help support all people in different, complex socio-economic situations to develop long-term, lasting solutions.

Friendly Center currently offers 20 programs and services to low-income individuals and families at three sites in Buena Park, Orange, and Stanton. Programs include youth academic tutoring and enrichment programs, family advocacy, supplemental food programs, mental health counseling, onsite medical/dental assistance, and emergency services. Friendly Center programs are designed to help families win full independence and self-reliance, ending long-term poverty and making it so these families will no longer be dependent on their programs. All programs are free and open to all. Each year, about 3,000 individuals receive assistance from Friendly Center's customized programs. In 2021, over one million pounds of food were distributed alone. Around 95% of families that complete their case management program remain stable and self-sufficient one year after completing the program.

Friendly Center continues to grow and thrive despite the pandemic, inflation, and rising costs. They opened a new family resource center in Buena Park in the summer of 2022 and established a new administrative office in Orange in early 2023. Their former offices previously occupied space at one of their program sites. This relocation created much-needed space to expand the programs and services at this site location to meet the growing needs of the community.

Friendly Center currently enjoys a strong financial position as a result of prudent management of programs and expenses and their robust fundraising efforts. In early 2022, the agency sold their long-term holding of Section 8 apartments to focus their attention and resources on growing their successful family resource center activities. As a result, Friendly Center's financial standing is the strongest it has ever been with an ample surplus. In 2022, Friendly Center had over 750 generous donors, most of which are financial donors, that gave \$1.6 million in support. Friendly Center has a long and rich history and a strong, collaborative relationship with the County of Orange. As Friendly Center looks to the future with their 100th anniversary nearing, the agency plans to continue expanding more programs and services to other communities in Orange County. This expansion will require increased financial resources, a larger staff, and an expanded infrastructure.

In July 2023, after 25 years as the Friendly Center's President and CEO, Cathy Seelig announced her retirement after a long and fulfilling career as the organization's executive. Her vision and dedicated leadership have been instrumental in the success of ensuring a strong foundation for the next stage of transformative growth. Friendly Center now seeks a new, dynamic President and CEO who will build on this successful legacy and help to expand the organization's family resource centers and programs through visionary leadership, increased philanthropic support, and effective external partnerships.



THE POSITION

The new President and Chief Executive Officer will join an organization that has a solid financial base, an excellent reputation, and is poised for continued growth. Friendly Center's next President/CEO, a dynamic, passionate, and mission-driven leader, will provide overall vision, leadership, and strategic direction to Friendly Center's programs and operations. Reporting to a dedicated 13-member Board of Directors, the President/CEO will have considerable latitude and discretion in advancing and advocating for the growth and expansion of Friendly Center. The President/CEO will manage a team of 20 staff that includes a management team that is currently comprised of a Director of Development, Director of Programs, Controller, and HR Coordinator. The Board of Directors expects the new leader to assist them in developing and implementing strategies for Friendly Center's continued growth with a focus on continuously improving and expanding their program sites, fundraising, and partnerships. The President/CEO will advise and inform the Board of Directors on strategic issues affecting Friendly Center and work closely with the Board to ensure the organization's vitality, sustainability, and continued success. This position is based in Friendly Center's administrative office in Orange, California.

MAJOR OBJECTIVES

Within the first 12 to 18 months, the the President/CEO will achieve the following major objectives:

- Plan and lead a successful strategy and change management process to build and expand revenue, programs, operations, systems, and staffing.
- Raise the profile of Friendly Center in surrounding communities that engage new volunteers, donors, funding prospects, and external partners through a strategic marketing plan.
- Continue to grow and enhance fundraising revenue and the agency's resource base to ensure a strong, financially sustainable foundation.
- Lead, manage, and energize the Friendly Center's dedicated staff in a way that inspires trust and confidence.
- Build positive, trusting relationships with the Board of Directors, staff, volunteers, donors, community leaders, and other key stakeholders.

RESPONSIBILITIES

The President/CEO has the following primary responsibilities:

MANAGEMENT

- Leads, recruits, hires, inspires, and grows Friendly Center's talented team of professionals.
- Actively works to maintain an equitable and inclusive workplace and promote a culture of high performance, innovation, continuous improvement, and mutual respect.
- Oversees and approves staffing needs, hiring process, and terminations.
- Oversees the development, review and updating of personnel policies.
- Ensures all workplace and employees policies and procedures align with all legal requirements.
- Advocates for staff training opportunities at all levels.
- Continues to build a robust and diverse revenue platform that ensures Friendly Center's fiscal health and stability.
- Manages the annual budget and carries overall responsibility for all aspects of fiscal management.
- Approves all agency and program budgets.
- Approves all agency expenditures above routine and de minimis purchases.
- Responsible for the approval, signature, and submission of the annual audit, state and federal returns, charity registration, sales tax registration, raffle registrations, property tax exemption, etc.

OPERATIONS

- Ensures that corporate vision, policies, and procedures are in place and carried out.
- Ensures that all required and adequate insurance policies are in place.



BOARD RELATIONS

- Maintains regular communication with Friendly Center’s Board of Directors, providing complete and accurate activity reports on a regular basis.
- Provides guidance and information leading to planning, programs, and policy adoption.
- Oversees the implementation of adopted plans, policies, and programs.
- Serves as staff lead on standing committees, and in ex-officio capacity to other committees.
- Assists in development of the strategic plan.
- Assists in the recruiting of new board members and prospects.
- Works with the Board of Directors to raise sufficient funds annually to support Friendly Center’s operations, programs, and services.

FUNDRAISING

- Helps to identify and cultivate leadership and support from individuals, corporations, foundations, and other prospective donors who may share an interest in Friendly Center’s mission.
- Oversees efforts to support future strategic funding projects.
- Cultivates and collaborates with organizations and individuals that will enhance and benefit Friendly Center.
- Acts as Friendly Center’s ambassador to philanthropic, funding, and other communities.

COMMUNICATIONS AND PUBLIC RELATIONS

- Maintains a positive visible presence in the community, including maintaining relationships with for-profit and nonprofit businesses.
- Reviews and approves annual reports and donor and stakeholder communications.
- Acts proactively and decisively in times requiring crisis communication.
- Establishes and maintains effective working relationships at the highest levels of local and county government as well as with regional and state funders.

QUALIFICATIONS

The ideal candidate will bring most of the following qualifications and skill sets:

- A deep and passionate commitment to advancing Friendly Center's mission, vision, and values.
- A minimum of five to seven years of senior level experience in building and leading successful programs and organizations, including experience with strategic planning, program oversight, board relations, fundraising, marketing, and communications.
- Proven success in leading, managing, motivating, and inspiring high performing teams with an open, approachable leadership style.
- A track record in successful fundraising, particularly success in individual, foundation, and corporate giving, either as a nonprofit executive or as a volunteer leader.
- Demonstrated ability to build successful relationships with constituents from diverse communities and all socio-economic backgrounds.
- Strong ethics and integrity, high level of emotional intelligence, and entrepreneurial.
- A flexible and compassionate leader who thrives in a community-focused environment working with low-income immigrant families.
- Strong budgetary and financial forecasting and analytical and management skills.
- Excellent communication skills with an ability to inspire, including strong written, verbal, and presentation skills.
- Ability to work evenings and weekends as needed.
- A bachelor's degree or equivalent professional experience is required.

COMPENSATION & BENEFITS

The salary range for this position is \$140,000 to \$160,000. Benefits include medical, dental, vision, vacation and sick leave, 12 paid holidays, personal leave, and a 403(b) retirement plan.



APPLICATION

Friendly Center has retained Campbell & Company to conduct this search. The team for this project includes Dan Nevez, Vice President, and Kole Farrise, Associate Consultant.



DAN NEVEZ

Vice President, Executive Search



KOLE FARRISE

Associate Consultant, Executive Search

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Campbell & Company is a national nonprofit consulting firm that helps organizations create greater impact through executive search, fundraising, communications, and strategic information services.

Campbell & Company has helped place exceptional leaders in all sectors, including human services, arts & culture, education, healthcare, environment, associations and membership organizations, and civic and public affairs.

Underlying all our work is a shared focus on the Campbell & Company mission: to collaborate and innovate with people who change lives through philanthropic vision and action.

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