

TF
TURNER FOUNDATION
SINCE 1958



**EXECUTIVE DIRECTOR
OPPORTUNITY PROFILE**



Consultants for Leadership Selection

Mission

The Turner Foundation's mission is to serve the community by owning and operating low-income apartment communities, as well as providing programs and services.

History

The Turner Foundation, formerly the Rose Garden Village Foundation, was founded upon Judeo-Christian values in 1958 by Rev. Dr. Albert J. Turner. Thus, beginning a legacy of ministry service to those who are in need. At that time, the needs of the elderly were the organization's primary concern. For 45 years the Rose Garden Village was a staple of 'service to seniors' in Riverside, CA. At the same time, the United States government adopted Section 231 of the Federal Housing Administration (HUD), which provided for the underwriting of retirement homes for the elderly. Rev. Turner's Rose Garden Senior Living haven was the first faith-based project in the nation under that act. With a distinguished history of service, The Turner Foundation today owns and operates The Village at Santa Barbara, a 70-unit affordable housing complex and The Lighthouse, a 45-unit affordable housing complex, both on the West side of Santa Barbara.

The Foundation seeks to care for people by providing a safe, comfortable, and affordable living environment. By providing services on site in a village setting that can serve the residents in unique ways, a sense of community is developed, and the problems and tensions often associated with an affordable housing facility are reduced.

Organizational Culture

There is a strong sense of gratitude, anticipation, and excitement throughout the team at The Turner Foundation. A person with the right personality fit will be a key determinant of whether someone is a candidate for the Executive Director role. The highly motivated staff agree that this is an invigorating and inspiring place to work, describing a culture filled with passion, potential, and professionalism.

The current staff is looking forward to the new Executive Director and have a shared expectation that this person will help the staff work effectively to accomplish more for The Turner Foundation. They desire a leader who values and supports a compassionate environment and hope this person will be a resource for mentoring and development. Ideally, the new Executive Director will value the creative and results-oriented staff as they address the complexities of providing affordable housing. The Turner Foundation has a unique influence on this issue, and the Executive Director will be a key difference maker in addressing it in the Santa Barbara area.



Communities

The Turner Foundation owns and operates **The Village** and **The Lighthouse**. Both communities have a Learning Center on site, which provides a free after school tutoring program. This program is supplemented with music, art, and dance lessons. It also has specialty classes in gardening, cooking, environmental education, nutrition, and wellness. During the summer, a free summer camp for students is offered to support their academic and physical activity needs and expose them to experiences they would not otherwise have.

The Village is an apartment complex located on the West Side of Santa Barbara. This area has transformed over the past years into a safe and lively community. The staff is fully committed to improving the lives of the tenants and involved daily in the on-site programming offered to The Villagers.

Learning Center

The Village Learning Center was started in January 2013 and started out in a converted three-bedroom apartment. Over the years the youth and teens of The Village have transformed it into a place of their own. It has become a safe environment for the children to go to that focuses on education, responsibility, community service and mentorship.



Community Center

The Village Community Center is in the heart of The Village and is open to tenants daily. This is a space where many events and programs take place such as food bank distribution, Good News Club, and counseling sessions. Internet, computer, and printing services are also available free of charge. Equipped with a full kitchen, it is a communal place where the adults of The Village can come cook, hang out and socialize.

Community Garden

Located next to The Community Center is The Village Garden. Residents are free to enjoy swiss chard, carrots, jalapenos, sweet peas, strawberries, kale, lettuce, tomatoes, rosemary, lemon thyme, cilantro and other seasonal plants whenever they please. The staff is devoted to providing seasonal fruits and veggies. The Garden is an important tool that the staff uses to educate residents on the care of plants, healthy eating, and the importance of recycling and composting.

The Lighthouse is an apartment complex on the West Side of Santa Barbara. Since acquiring this second site, The Turner Foundation has renovated it and transformed it into a more positive and welcoming community.

Learning Center

The Lighthouse Learning Center opened in September 2016 in a two-bedroom apartment on site that has been transformed into a learning center with a music and art room. Initially each registered student was served with 1 hour of tutoring a week. The program has since grown to be able to serve every student, every day with a range of extra-curricular activities such as art, dance, yoga, and music classes. Students have also been able to participate in summer programs as well as camps during school breaks. The Lighthouse continues to go through structural and internal transformations, increasing the sense of community and camaraderie between the residents.

Community Garden

The Lighthouse acquired an outdoor garden when The Junior League held a beautification day at its learning center. They were able to transform two wooden pallets into a garden and, with the help of students and volunteers, have maintained and grown the garden to three pallets. Fruits and vegetables from the garden are used weekly in snacks prepared for the kids and herbs like cilantro are offered to the tenants.



The garden is open to all residents and is a great teaching tool about nutrition and organic eating. They also use it to emphasize water conservation as recycled water is used to water the garden.



Position Overview

The Executive Director reports directly to the Board of Directors and will be responsible for overseeing the administration, development, programs, strategic plan and financial health of the organization during a time of dynamic challenge. The Board is aware of its responsibility to support the Executive Director while focused on its primary duty to uphold the core Foundation and values of the organization. To this end, the Board expects complete transparency on financial operations, key decisions, planning, hires / terminations, etc. The Executive Director will be responsible for serving as the spokesperson ("Face") of the Foundation; leading and inspiring a team of co-leaders devoted to serving the community, and to foster a community-honoring organization that exemplifies transparency, integrity and accountability.

"We have an actively engaged Board of Directors who deeply care about the Foundation. We have plans to expand the board and the new Executive Director will have opportunity to participate in that process."

The selected candidate will oversee a budget of \$2.5 million (with \$26M in assets), cultivate relationships and fundraising opportunities with key business, civic, and church leaders, as well as donors, foundations, and other major supporters. The successful candidate will provide leadership, implementation and oversight of all the Foundation's programs. The individual selected will also establish a vision for the reach and impact of The Turner Foundation in the Santa Barbara community.

Essential Duties & Responsibilities

Reach

- Establish strategic and tactical plans for the implementation of the Foundation's outreach into the local community as it relates to families needing low-income housing.
- Communicate vision and direction to the staff, volunteers, clients, and donors.
- Coordinate staff alignment, working together toward common goals.
- Interact and network with community, church, agency and educational leaders to affect positive joint outcomes.

Community Support

- Develop and maintain community support through volunteerism, donor relations, and partnerships.
- Prioritize efforts for major donor development.
- Collaborate with the Development Department in strategy for encouraging donor partnerships at all levels.
- Build relationships with local government and community agencies.

Personnel

- Maintain a high-level of integrity, camaraderie, and professional relationships with staff.
- Conduct performance evaluations with staff to provide feedback on strengths and development needs.
- Involved in recruiting and selecting all staff positions for the Foundation.

Budgeting/Finance

- Develop an annual plan and budget, make adjustments as needed and monitor throughout the year.
- Approve and manage expenses relative to budget.
- Manage all financial matters in accordance with Foundation policies and financial standards.

“We are valued, taken care of and supported. This allows us to give back 100%, ultimately to better serve our residents.”

Ideal Professional Qualifications

- Demonstrates exceptional gifts of leadership and administration, and inspires teamwork, passion, collegiality, and accountability.
- Education – Minimum Bachelor’s degree in communications, social services, business or relevant field.
- At least 5-8 years’ experience as manager of medium to large organizations, with a successful record of accomplishment in either the corporate and/or nonprofit arena.
- Strong degree of financial acumen, with a proven track record of supporting operations and organizational budgets over \$2 million.
- Acts as spokesperson (“Face” of the Foundation) with other non-profit organizations and outside agencies to include fundraising and joint projects; promotes inter-organizational cooperative initiatives.
- Able to implement appropriate administration and standard operating procedures.
- Clear grasp of the bigger picture in order to guide the day-to-day activities toward the overall advancement of the Foundation. Candidate must see systems and procedures as means rather than as ends and lead by example in advancing the organization’s culture, vision, mission and values.
- Effective communicator, both in speaking and writing, and have a recognized ability to convey information in an engaging manner.
- Experience interfacing with a Board of Directors and committees both in being managed and “managing up”.

- Experience (professionally or lay capacity) in fundraising, including working with a development team creating strategy for fundraising events and major donor cultivation.
- A sensitivity to the Founders' missional influence on the Foundation's vision today.
- Able to cast vision, build consensus, and implement strategy by empowering others.
- Proven record of accomplishment in executive level leadership of operationally intensive organization.
- Excellent strategic planning, organizing, supervisory and project management skills.
- Experience or the ability to learn related to asset management, commercial lending, real-estate services, development (i.e. multi-family property management: rent collection, repairs, maintenance, construction)
- Experience or the ability to learn related to housing/low-income housing, real estate development, compassion, social welfare, and nonprofit transformational organizations.

“Our model is incredibly unique and proven. We provide excellent affordable housing with onsite programming that helps youth and families envision a brighter future.”

Ideal Personal Characteristics

- A commitment to accountability, for self and others.
- Personality is a good fit with the existing staff, board, clients, and donors.
- High emotional, intellectual and social intelligence; the ability to recognize and control one's emotions, and to recognize and understand the emotions of others.
- Outgoing, warm, and personable.
- Demonstrated record of cultural sensitivity, inclusiveness, and respect for individual differences.
- Impeccable integrity.
- Unselfish, confident and self-aware.
- Demonstrated commitment to community service and philanthropy.

The Search Process

If you know someone who has an interest and meets the requirements described in this profile, please feel free to suggest that person for consideration and/or forward this information to them. They can send their résumé to the contact below. Suggested names will be treated discreetly, and candidates should be assured that their inquiries will be treated with the utmost confidentiality.

Our client is an equal opportunity employer and does not discriminate on the basis of race, age, religion, color, sex, national origin, familial status, veteran status, cognitive or physical disability.

Ardent fully respects the need for confidentiality of information supplied by interested parties and assures them that their backgrounds and interests will not be discussed with anyone, including our client without their prior consent, nor will reference contacts be made until mutual interest has been established.

For further information on this position, please contact:

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