



JUSTICE DEMANDS HUMANITY

# EXECUTIVE DIRECTOR

## EXECUTIVE RECRUITMENT

Conducted by



THE HAWKINS  
C O M P A N Y

*Executive Search Consultants  
Connecting Leaders; Affecting Change*

## The Organization

Community Works (CW) **envisions a future where justice heals**. Its mission is to catalyze our collective power to transform the justice system through programs and policy rooted in humanity and healing. Established over 20 years ago, providing direct services as well as advancing systemic change, Community Works has developed a successful track record of working within carceral facilities and in the community to prevent and heal the harm caused by people and systems. CW is known for the development and implementation of pioneering service models that have endured over time and propelled the organization to the forefront of restorative justice-based program design.

Community Works is a resilient organization with a legacy of reducing the number of people encountering justice systems and improving outcomes for those who do. It ensures that the people living within and in spite of these systems are the ones who will ultimately change them.

CW aims to embody the values of authenticity, compassion, equity, humanity, and radical hope through:

### PROGRAMS

CW's programs seek to transform justice, by **diverting** youth from the justice system, **restoring** relationships, **connecting** families, **helping** young adults successfully **return** to their community post-confinement, and ultimately by **changing** policies and advancing justice reform.

### APPROACH

CW honors the lived experience expertise of survivors, incarcerated people, and their communities. CW's continuum of services is designed to meet the needs of people at every stage of their involvement with the criminal legal system. CW's programs are culturally responsive, trauma-informed, and rooted in restorative justice and the arts.

### IMPACT

CW reduces the number of people coming into contact with justice systems and improve outcomes for those who do. They ensure that the people living within and in spite of these systems are the ones who will ultimately change them. CW's direct service work heals trauma, builds individual capacity, and reduces barriers to family connection. Their advocacy work elevates the voices of CW clients to advance policies and practices that promote diversion and successful reentry.

For additional information visit: <http://communityworkswest.org/>

### The Position

Community Works (CW) is seeking a compassionate, collaborative and inclusive Executive Director (ED) who will inspire and support staff and partners as they seek to transform the lives of people and communities impacted by the justice system. CW is experiencing a period of organizational growth and is excited about scaling up its model programs and raising the organization's visibility and profile, both locally and nationally. The board desires a strategic thinker and a results focused leader with the ability to position an organization for the future.

Reporting to the Board of Directors, the ED serves as the Chief Executive Officer who leads the organization in setting and operationalizing Community Works' strategic direction and plan, ensuring financial sustainability, while having primary oversight over all operational aspects of the organization. The ED oversees a passionate and high performing team of 5 direct reports: the Deputy Director, the Chief

Financial Officer, the Director of Restorative Practices, the Associate Director of Community Engagement, and the Senior Manager of Grant Development and Management who are all focused on building and managing CW's programs. The ED provides overall leadership to a workforce of 50 employees and oversees an operating budget of \$4.1 million.

Specific responsibilities include:

### **Championing a Transformative View of Justice**

- Lead efforts to advance holistic interventions, grounded in the principles of restorative justice, (divert, restore, connect, return, change) that will have the biggest impact on the lives of people who have been incarcerated, their families and those that have been harmed by violence.
- Share the story of why healing individuals and communities is essential to CW's mission, and support the board, staff, and partners in their ongoing learning and ability to practice restorative justice.

### **Staff and Board Team Building**

- Provide organizational leadership and management support to a team of talented staff members and engaged board members to ensure high-functioning and effective teams.
- Nurture strong and mutually respectful working relationships across the CW community – among board, staff, and partners – in keeping with CW's mission and values.

### **Program Development**

- Assure all programs are aligned and consistent with CW's mission, goals and strategic planning objectives.
- Lead the development of new initiatives and enhance current ones, all while maintaining the aforementioned alignment and consistency.

### **Integration of Restorative Justice**

- Together with the Director of Restorative Practices, support and grow the ongoing strategy to integrate restorative principles and practices across all aspects of the organization, including programs, system change initiatives and organizational culture.

### **Community Relationships & Fundraising**

- Strengthen CW's revenue model, including strategy for balancing the revenue streams between government sources, earned income, and foundation grants to best support programmatic goals; implement adjustments as needed.
- Together with the Associate Director of Community Engagement and the Board, lead individual and major gift fundraising efforts, including direct solicitations from current and prospective donors.

- Promote the value and unique contributions CW's brings to justice impacted communities, and effectively tell the story of CW's mission and systems changing advocacy initiatives, in one-on-one, small group, and large group settings.
- Provide support to increase board participation in recruiting, fundraising, and corporate sponsorship development in order to engage more individuals and organizations in CW's work.

### **Stakeholder Engagement**

- Foster authentic relationships built on the shared understanding that the current system is not working and that there are viable solutions for transforming justice.
- Promote CW's benefits to the philanthropic community and serve as key thought leader in the restorative practices and system change movement.
- Represent CW mission and work within the communities served by CW and beyond.

### **The Ideal Candidate**

The ideal candidate is an executive leader with experience leading teams and programs who knows what it takes to run a healthy and sustainable nonprofit organization, has a passion for justice reform and an unwavering belief and commitment to restorative justice practices with a proven track record of delivering programs that impact system change. They will be deeply committed to CW's programmatic focus to: heal trauma, build individual capacity, reduce barriers to family connection, and elevate the voices of CW clients to advance policies and practices that promote diversion and successful reentry.

The successful candidate will possess a minimum of 7 years of progressively-responsible experience as a senior executive in a community-based or public-sector organization providing direct services and advocacy for individuals and families impacted by the criminal legal system, as well as the following experiences and attributes:

- A leadership style marked by high emotional intelligence and demonstrated skills in collaborating, modeling humility, and creating a positive work culture that welcomes, supports, and shares power with others from different backgrounds.
- A confident, non-hierarchical leader who is also flexible and humble, who empowers staff through relying upon their technical expertise and who views all involved in the organization through an asset/strengths-based lens.
- An employee-centric team builder, mentor, and coach who is continuously seeking and incorporating feedback and at their best when supporting others in their professional growth and development.
- A natural connector with excellent listening, communication, and relationship-building skills and a leader who can authentically build bridges between people from different communities, sectors, and backgrounds.
- Personal experience within the justice system, including formerly incarcerated or has loved ones who are systems impacted, is highly desirable.
- Familiar with the principles and practices of restorative justice and their application, willing to model continuous learning in this subject area, and able to engage in thought partnership with

the Director of Restorative Practices on the ongoing strategy to integrate restorative principles and practices throughout all aspects of the organization.

- Experience building and sustaining positive relationships with public agencies and elected officials.
- Experience directing culturally responsive, trauma-informed programs.
- Experience working with programs in a jail, prison or other criminal justice environment will be very beneficial.
- Grounded in the fundamentals of programmatic and financial management, including budgeting, program financial management, and revenue development.
- A transparent and solid communicator who is unafraid to speak truth to power and a compelling storyteller who invites others to join in the transformative work.
- Embraces the context of the arts and its role in the forefront of healing and transformation.
- A consummate community organizer/builder/advocate.
- Some experience and/or familiarity with mission-driven fundraising.
- Experience recruiting volunteers and building effective relationships with a board and its leadership is highly desirable.

### **Compensation and Application Process**

CW offers a competitive salary and employment benefits package appropriate to the qualifications and experience required for the position.

The position is open until filled. First consideration will be given to applications received by **September 25, 2020**. To apply for this outstanding opportunity, please electronically submit your resume and a cover letter of interest to The Hawkins Company: [cw.ed@thehawkinscompany.com](mailto:cw.ed@thehawkinscompany.com). The letter of interest should outline why you are interested in joining CW, your relevant accomplishments. Please provide two examples of why you would be a strong candidate and the key attributes you would bring to this position.

Confidential inquires are encouraged and can be directed to:

Ms. Brett Byers; [brett@thehawkinscompany.com](mailto:brett@thehawkinscompany.com) 323-403-8279

Ms. Yonnine Hawkins; [yonnine@thehawkinscompany.com](mailto:yonnine@thehawkinscompany.com), 323-252-1655.