

TENDERLOIN COMMUNITY BENEFIT DISTRICT (TLCBD) SEEKING EXECUTIVE DIRECTOR

TLCBD's Executive Director will manage a dynamic and effective non-profit community development agency founded in 2005 and built around a 40-block community benefit district, San Francisco's version of a property-based improvement district. In the past five years, TLCBD has grown from 5 employees to 18 salaried staff and 27 hourly employees supported by an \$8 million annual budget (\$2 million in property assessments, \$6 million in grants and contracts).

TLCBD leads the evolution of the Tenderloin into a vibrant community for all by leveraging the annual investment by the property owners and centering the voices and needs of children and families, seniors, and small businesses. The Tenderloin is a densely-populated, low-income, multi-racial neighborhood of 30,000 with a rich history and important legacy, situated at the heart of San Francisco. Some of the nation's most complex social issues play out on the sidewalks of the Tenderloin and TLCBD is at the forefront of our collective response.

After five years of rapid growth in both its budget and the scale and scope of its community-based programs, a new Executive Director will have the opportunity to lead the next phase of TLCBD's work. The July 2021 Strategic Plan provides a framework for the organization to build out and solidify its nascent role advocacy and organizing – centering the voices of residents, youth and small businesses in every discussion at City Hall and in the neighborhood – as well as building the operational framework to employ dozens of neighborhood residents as Safe Passage Corner Captains and TL Park Captains, building a culture of safety and connection in the Tenderloin.

For the right candidate, the role of Executive Director will provide great rewards and a sense of achievement. The position provides an opportunity to address significant challenges in the areas of community and economic development, parks and shared spaces, sidewalk cleanliness, public safety, housing, homelessness, and urban policies in one of the most storied neighborhoods in one of the world's dynamic cities. Success in this role manifests in the positive and direct impact in the lives of people throughout the neighborhood.

Position Summary

The Executive Director acts as the Chief Executive Officer of the organization. Subject to the policy-setting direction, governance and oversight of the Board of Directors, the Executive Director supervises, directs and manages the day-to-day business and management of the organization. The Executive Director leads, facilitates and motivates personnel to accomplish all TLCBD objectives as outlined in the TLCBD's core purpose, values and staff norms, its District Management Plan, its July 2021 Strategic Plan and the Annual Budget.

Essential Tasks and Responsibilities

Applicants who have demonstrated the following skills and knowledge will be highly regarded by the search committee:

- Creative, entrepreneurial leader, able to articulate and implement a clear vision for the organization and the Tenderloin
- Skilled consensus builder, able to work well within the framework of a complex and politically sensitive public and private sector environment, with a broad cross section of personalities.
- Ability to provide leadership, management and day-to-day focus to a senior executive team motivated to do transformative work in the neighborhood.
- In-depth understanding of the wide range of issues facing community development agencies and business improvement districts in North America, as well as a knowledge of successful programs in other districts.
- Effectively facilitate multiple programs simultaneously while meeting deadlines.
- Skilled fundraiser capable of conjuring and maintaining complex and dynamic funding and revenue streams to accomplish multiple program goals and maintaining strong funder relationships.
- Demonstrate proven integrity and sound judgment.
- Excellent oral and written communication skills.
- Proficiency in Microsoft Office, Google Docs, etc.

Leadership and Planning

- Provide leadership in the implementation and enhancement of strategic action plans that include concise measurable objectives and goals consistent with the TLCBD Strategic Plan and the organization's Core Purpose Statement.
- Ensure that all requirements of the CBD management contract with the City and County of San Francisco are fulfilled in a timely and professional manner.
- Develop additional funding sources to augment the organization's assessment revenues. The current TLCBD budget is a mix of assessment, grants, donations and earned income.
- Bring strategic thinking to fundraising, budgeting and reporting including grant deliverables, reporting, budgeting and contracts that impact the ability of the organization to deliver on its core purpose and strategic plan.
- Serve as the organization's chief spokesperson and primary advocate representing the organization with media, the Mayor's office, Board of Supervisors, government

agencies, urban associations, and other civic organizations.

- Stay abreast of developments in the urban revitalization area. Research successful BID/CBD programs and introduce new ideas to further the development of the organization.
- Facilitate consistent, informative communication and effective outreach to the organization's Board of Directors, property and business owners, government agencies, and other constituents. Create awareness and build consensus for the District's activities, programs, and services.
- Oversee the planning, implementation, and follow-up of Board and Committee meetings, focus groups, presentations, and special events. Oversee the coordination of Board agendas, meetings, minutes, and correspondence.

Administration and Management

- Manage and train a highly qualified and motivated staff to carry out the organization's programs and to accomplish the organization's objectives.
- Oversee the implementation of administrative, management and financial systems, which maximize the organization's operating efficiency and accountability.
- Prepare annual TLCBD and individual project and program budgets. Monitor budget variances and facilitate regular budget and other finance-related reports.
- Oversee preparation of the Annual CPA Review and 990 filing and submit same to Board of Directors.
- Lead and manage a sophisticated, multi-year fund raising effort which includes:
 - Overseeing and leading grant writing efforts to augment and grow the TLCBD budget
 - Securing corporate investments in the organization
 - Working with City Agencies and other non-profit organizations to secure project funding
 - Developing earned income opportunities
- Oversee the preparation and distribution of monthly, quarterly, and/or annual reports analyzing the progress of organization projects, programs, and operations.
- Oversee the maintenance of District assessment billings and maintenance of comprehensive property owner and assessment databases.
- Research, negotiate, monitor, and manage all contracts on behalf of the organization.
- Any other tasks assigned by the Board of the Directors relevant to achieving the objectives and goals of the organization.

Core Programs and TL Transforms

TLCBD's core programs include:

- **Clean** - daily sweeping, weekly pressure washing and Bigbelly trash receptacles at every intersection
- **Safe** - community-led visible safety presence focused on children and seniors as well as advocacy for pedestrian safety and calm streets
- **Inviting Space** - physical improvement projects and stewardship of shared spaces and parks
- **Economic Opportunity** - helping small businesses thrive
- **Neighborhood Pride** - block groups, organizing and resident advocacy
- **Youth Voice** - empowering transitional age youth to organize for community and policy action
- **Camera Network** - providing after-the-fact footage to support criminal justice system

TL Transforms is TLCBD's new flagship initiative encompassing all of our community-driven physical improvement projects and the organizing to support them. We work with residents, businesses, and partner organizations to beautify and activate spaces throughout the District. TL Transforms aims to demonstrate that we can address issues of equity and access to safe and clean shared outdoor spaces in a densely-populated, urban neighborhood like the Tenderloin. TLCBD convenes, organizes and resources our residents through Block Groups to identify and lead physical transformation projects and, in partnership with city partners, we advocate for the funding, maintenance, safety and infrastructure to sustain these advances.

Position Specifications

Education: Bachelor's Degree in a related field (i.e. business administration, public administration, urban planning).

Experience: Minimum five years of experience in an urban setting performing community development activities or improvement district activities with a city population of 100,000 plus with an annual budget of \$1,000,000 plus or other demonstrated experience in a similar management position. Experience with the formation and/or operation of a property-based assessment district/CBD, city manager or municipal administration preferred. Five years of management experience including direct oversight of administration, financial, and service delivery systems, and staff resources. Background in organizational leadership, evaluation and data systems, planning and/or workforce and economic development a plus. Experience

working in partnership with public sector entities. Experience in media relations and public speaking.

The ideal candidate will also have demonstrated success in engaging with diverse constituents, such as a complex business and non-profit community, local governmental agencies and consumers. As a relationship and coalition builder, the ED needs to offer a broad perspective on a range of issues that impact the CBD, including zoning, transit, marketing and master planning. Demonstrated experience in translating a plan into results with measurable and visible outcomes is paramount. Finally, the successful candidate must exhibit great judgment, possess energy and integrity, be politically astute, and show a track record in developing successful business and government relationships. The successful candidate is one that appreciates a challenge and understands the rewards that come with successfully meeting challenges.

Position Environment

The TLCBD is an urban management/leadership organization working in a diverse and multi-racial neighborhood. Board members, property owners, residents and business owners reflect this diversity. The TLCBD is committed to complying with State and Federal laws which include Fair Employment Practice laws, which provide equal opportunity in employment to all persons regardless of race, color, national origin, sex, age, religion, veteran status, or disability.

Salary and Benefits

Salary & benefits commensurate with the experience and skills.

Please submit cover letters and resumes to:
Michael Vuong, Board President
mvuong@kidsclub.org