



CALIFORNIA FORWARD

CHIEF EXECUTIVE OFFICER



ABOUT CALIFORNIA FORWARD

California Forward (CA FWD) leads a statewide movement, bringing people together across communities, regions, and interests to improve government and create inclusive, sustainable growth for everyone. A 501(c)(3) organization, CA FWD drives collective action to identify solutions that can be taken to scale to meet the challenges the state is facing. The organization is driven by the belief that the collective impact of regional solutions across the state will help ensure the economic, environmental, and equitable prosperity of all people, further driven by the “triple bottom line” approach to an inclusive economy.

The vision of CA FWD is to create a California where all people across every region and community can prosper. CA FWD’s mission is to lead a statewide movement to improve government and create inclusive, sustainable growth for everyone in all the state’s regions.



HISTORICAL BACKGROUND AND CONTEXT

CA FWD was created through the joint efforts of several organizations: California Common Cause, the Center for Governmental Studies, the New California Network and The Commonwealth Club of California’s Voices of Reform Project. Recognizing that achieving the California Dream was potentially out of reach for most Californians, these organizations imagined and designed a new organization whose purpose was to transform the way California serves its citizens under the auspices that everyone should have the opportunity to achieve the California Dream.

Created in 2008, five California based foundations stepped up to fund this bold idea with an initial funding commitment of \$16M. The five major foundations were: the California Endowment, the Evelyn and Walter Haas Jr. Fund, the William and Flora Hewlett Foundation, The James Irvine Foundation and The David and Lucile Packard Foundation.

In 2019, CA FWD entered into partnership with the California Stewardship Network (CSN), a statewide alliance of regional economic and community development organizations, forming a partnership which has substantially influenced and shaped the agenda of CA FWD and continuously informs its approach and methods for change. They provide invaluable effort and insight into regions-up solutions that prioritize equity and inclusion as core values. The CSN represents an incredibly influential power base whose individual missions are to improve the lives and enhance the regional economies of the communities they serve in alignment with supportive state policies and resources.

The results have been impressive: they've developed programs and calls to action resulting in tangible dollars for California including CA FWD's wildfire call to action, which helped garner \$1.5 billion for wildfire resilience spending; the call to create the California Dream For All Shared Appreciation Loan Program for first-time homebuyers, resulting in two rounds of funding totaling \$500 million in general fund dollars; and contributed to the creation of the \$600 million CA Jobs First (formerly Community Economic Resilience Fund). In 2022 they published their energy call to action and continued to champion that issue throughout 2023. In addition, these accomplishments have resulted in the opportunity to advance issues critical to the shared prosperity, including planning regional inclusive economic development; building a sustainable energy future; developing federal infrastructure spending priorities; and, creating generational wealth through more equitable housing and more.

CA FWD continues to develop plans policy analysis, and practices that can expand the California Dream for all Californians. Uniquely positioned between state and federal government, and the day to day implementation in regions across the state, regions that are highly distinct and diverse, the future is bright for CA FWD's next CEO to activate the networks and assets built over two decades of effort.

CA FWD CURRENTLY

CA FWD is one of the best positioned statewide organizations able to understand and support regional action that can drive meaningful change and support from the state level. CA FWD accomplishes its mission and vision through engaging its wide range of 'assets', reflecting their comprehensive approach and platform to collective action and advancing the organization's continuous efforts to support ongoing learning and communities of practice throughout the 26 regional members across economic development, planning, tourism, and community philanthropy.

These assets include:

- California Stewardship Network (CSN), a statewide alliance of regional leaders committed to economic prosperity for all citizens of the state that are focused on triple-bottom-line solutions that balance equity, environmental sustainability and economic growth.
- California Economic Summit is an annual event produced by CA FWD in partnership with the California Stewardship Network, and influences CA FWD's ongoing movement to make the government and economy work for everyone. The three-day Summit is designed to create a shared economic agenda known as the Roadmap to Shared Prosperity and strengthen the Summit network, setting the stage for collective action in the coming year. It is a widely successful convening of leaders across all sectors, industries, and regions to propel solutions oriented by bi-partisan collaboration to move the state forward.
- California Forward Action Fund strives to improve the quality of life for all Californians by advocating for policies that create inclusive sustainable growth and improved government at the state and local levels.
- Young Leaders Advisory Council activates young leaders committed to an intergenerational approach to solution-building that advances access to greater economic prosperity for Californians.
- Becky Morgan Steward Leadership Program activates the next generation of leaders dedicated to developing collaborative solutions that balance equity, environmental sustainability, and economic growth.
- California Dream Index measures ten trackable indicators for economic mobility, security and inclusion, a means of holding policymakers, decision-makers, and CA FWD accountable for progress.

Currently in development, the agenda for the fiscal year outlined during the most recent economic summit includes a keen interest in developing policy frameworks for the effective implementation of the CA Jobs First program, and participating in policy and program discussions that will shape the program framework and distribution of the relevant portion of the \$200B federal infrastructure investment that will transform the California economy in many exciting ways. The agenda also includes ideas that incorporate climate investments more fully into economic development, and strategies to ensure that California retains and grows its policy focus and investments on regions.

THE CEO POSITION

CA FWD is led by a Chief Executive Officer who reports directly to the CA FWD Leadership Council, the governance body of the organization. The position leads a staff of four and oversees an operating budget of \$4M for FY 23-24, and a projected budget of \$1.5-\$2.0M for FY 24-25 reflecting several projects ending in FY 23-24.

From a leadership and management perspective, the CEO oversees the total operation of CA FWD, provides executive leadership and management of the staff and consultants and facilitates the deliberations and decisions of the CA FWD Leadership Council. Specific management responsibilities include long-term financial planning and fund development; oversight of fiscal, personnel and contracting policies and transactions; and executive oversight and management of projects.

Building off CA FWD ongoing successes the CEO has the incredible opportunity to develop and execute strategies that operationalize ideas and agendas developed during the CA Economic Summit and through its partnership with the State.

Specifically, the CEO will lead the development of the guiding operating document plan, referred to as the 'Roadmap for Shared Prosperity', that further defines the action areas and shapes the immediate policy, programmatic and systems change agenda, identifying key partnerships and opportunities with legislators, policy makers, senior executives of the various state agencies, advocacy organizations and other constituencies to deliver on the goals outlined in the plan.

Historically, the Governor of California and members of their cabinet have been attendees and participants of the Summit which provides an immediate opportunity to advance an agenda that creates a formal structure for public-private partnerships. Synthesizing the learnings, exploring opportunities for regional collaborative efforts and the development of new ideas for collective action constitute the work of the CEO and their team.

The programmatic focus is refined to reflect CA FWD's core commitment to advancing triple-bottom-line solutions that concurrently advance economic, social, and environmental goals and by fortifying governance in the context of public priorities such as education, economic growth, and workforce development. Moreover, the programs are carried out by the CSN with facilitative and technical assistance support from CA FWD programmatic staff.



KEY STRATEGIC OBJECTIVES:

Over the course of the next 12 months, the new CEO will be expected to achieve the following:

- Enhance and operationalize the strategic vision through building the organizational infrastructure and the culture of the organization to sustain its growth.
- Drive meaningful impact through equity as a theory of change.
- Assess the CA FWD business model for long term sustainability and state and regional impact.
- Develop the strategic, business, and operating plans to reflect commitments to regionalism, innovation, and the triple bottom line.
- Develop funding strategies for CA FWD that include new business opportunities that take into account the fluctuating balance of public and private investment opportunities.
- Execute the agenda in accordance with the guidance and interests of the CA FWD Leadership Council, the CSN and key strategic partners.
- Lead the collective development and presentation of key ideas for California's inclusive and equitable growth.



THE IDEAL CEO CANDIDATE

The ideal Chief Executive Officer candidate will be a current executive serving either as an Executive Director or CEO of a statewide non-profit or a senior member of the leadership team of a public agency. The ideal executive must be someone whose professional career reflects the core values and commitment of CA FWD. There should be a real understanding of the 'triple bottom line' approach and a core commitment to equity and economic inclusion as theories of change.

The ideal candidate will personify the following areas of expertise and attributes:

- Demonstrated executive management level experience developing business models for organizations that reflect the core values of diversity, equity and inclusion, and a diverse, flexible and responsive revenue base to ensure sustainability.
- Demonstrated commitment to inclusive economic growth and development and individual property based on equity as a theory of change.
- Knowledge, experience and familiarity regarding public governance, policy and administration in the areas of economic, and workforce and community development.
- Working knowledge of California and its policy landscape to affect deep, systemic, and equitable change.
- Demonstrated ability to fundraise as a component of a plan for fiscal sustainability.
- Demonstrated knowledge and experience of the governance and management of non-profit organizations.
- Effective leadership and interpersonal skills as developed and demonstrated through successful organizational positions.
- A coaching-style of leadership and demonstrated ability and experience exciting and activating a team and networks of people and organizations to build power for change.
- Situational awareness, diplomatic skills, and a keen sense of the political landscape, characterized by political skills that are collaborative.
- Strong communication skills using a range of platforms and media outlets to maintain and broaden the organizational influence regarding policy discussions and decisions.
- Appropriate academic credentials in public administration, economics, workforce development and economic policy.
- A welcoming personality with a sense of humor who appreciates the sense of urgency for social change.



COMPENSATION & BENEFITS:

The salary range is \$250,000 - \$275,000 commensurate with experience with potential bonuses and generous benefits.

HOW TO APPLY

The CEO of CA FWD search is being conducted on a state-wide basis by The Byers Group. First consideration will be given to applications received by March 15, 2024. To apply for this outstanding opportunity, please electronically submit your resume, letter of interest to The Byers Group at: CAFWD.CEO@byersgroupca.com. The letter of interest should outline why you are interested in the role and your relevant accomplishments. The position will remain open until filled.

CA FWD is an EEO/ADA Employer that values workforce diversity, inclusion, and equity. CA FWD complies with all Federal, State, and local laws mandating Equal Employment Opportunities. All qualified applicants will be considered in accordance with applicable laws prohibiting discrimination on the basis of race, color, religion, national origin, ancestry, sex, gender, age, veteran status, disability, marital status, hair style and hair texture, gender identity, or sexual orientation.



THE BYERS GROUP

EXECUTIVE SEARCH AND C-SUITE CONSULTING

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