



**THE 360 GROUP**  
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# Community Vision

## Vice President of Program Strategy

Position Description & Candidate Profile

# Vice President of Program Strategy

## Location

Oakland, CA

## Reports to

President

## Our Client

Communities on the margins of opportunity deserve a trusted partner on their journey towards financial growth and stability. As a locally invested, collaborative partner in social justice and financial equity, Community Vision works to advance community ownership of community assets by providing nonprofits, social enterprises, and small businesses with responsive lending, catalytic capital, and advising and support to achieve justice, power, and equity. With offices in San Francisco, Oakland and Fresno, and a staff of 40, Community Vision is a Community Development Financial Institution (CDFI) that promotes economic justice and alleviates poverty by increasing the financial resilience and sustainability of community-based nonprofits and private enterprises. Through flexible financial products and sound consulting and advice, Community Vision creates opportunities to support community-rooted nonprofits and businesses to purchase, preserve, and develop social purpose real estate that revitalizes Northern and Central California communities.

Since its founding in 1987 as the Northern California Community Loan Fund, Community Vision has been connecting investors to communities, lending to nonprofits, small businesses, and cooperatives, and providing financial and real estate consulting to organizations that share the organization’s vision of sustainable communities and social, racial, and economic justice. Over the past 36 years, Community Vision has invested more than \$350 million in projects throughout California, impacting the lives of more than 1.5 million of its neighbors. Community Vision’s lending and consulting services support organizations that deliver healthcare, education, and human services; provide affordable and supportive housing; build income and wealth; and, foster cultural expression.

Standing proudly as an anti-racist organization, Community Vision recognizes that a history of discriminatory financial practices and intentional disinvestment have

contributed to a lack of economic progress in low-income communities and communities of color. Community Vision provides capital and technical assistance for communities that have been systemically disinvested to ensure fairness in opportunities, resources, and rights for everyone.

Learn more about Community Vision at <https://communityvisionca.org> !

### Position Responsibilities

The Vice President of Program Strategy (VPPS) leads organization-wide strategic activities that advance Community Vision's impact in California's communities, including overseeing the organization consulting group. This role brings a strategic, community-centered view to work, aligning programmatic efforts and leveraging expertise across teams to fulfill Community Vision's mission. The VPPS stewards the organization's strategic plan and ensures that Community Vision's programs are responsive to community needs, while being well executed, data driven, and impact focused. The role builds relationships and partnerships in communities and across the community development/finance ecosystem, and supports resource development and capitalization activities. Further, this role oversees Community Vision's Real Estate Solutions consulting team that provides expert advising and training in commercial real estate and related financial management that ensures communities are anchored with the programs and services they need. This role does not oversee Community Vision's lending activities.

The VPPS is a member of Community Vision's Executive Team and reports to the organization's President. The VPPS also works closely with the VP of Capital Solutions, the VP of External Relations, and the rest of the management team. This position requires a humble, collaborative leadership style, an ability to guide active and engaged teams, and a commitment to work effectively in partnership across departments.

More specifically, the Vice President of Program Strategy will:

#### *Program and Partnership Development and Management*

- In partnership with the President, identify, negotiate and establish strategic partnerships and alliances that enhance the organization's ability to meet its mission, strengthen California's community development ecosystem, and advance economic justice; monitor and assess the performance of partnerships, ensuring alignment to meet mutual goals

- Drive strategic program growth by overseeing development and implementation of new program offerings that respond to community needs, leverage organization competencies, complement existing offerings, are financially sustainable, and have metrics for success
- Guide planning and budgeting for new initiatives and programs with an eye toward sustainability, transparency, and accountability
- Partner with programmatic staff to implement programs, defining strategies and developing operational plans
- Support staff as appropriate with program management of new initiatives on an as needed basis
- Oversee place-based initiatives and programs, in collaboration with the VP of Capital Solutions as appropriate
- Oversee the Real Estate Solutions advising practice, ensuring that the Real Estate Solutions team sustainably delivers their services and activities in a rigorous, high impact manner that is aligned with community priorities as well as Community Vision's theory of change and strategic plan
- Guide program prioritization, ensuring the organization's programs, initiatives, and activities are aligned with Community Vision's strategic plan and theory of change
- Ensure that Community Vision remains a cutting-edge innovator within the CDFI sector, adapting to new realities, incorporating new approaches, and expanding alliances

#### *People and Department Management*

- Supervise a team of five, including one direct report, supporting goal setting and the performance review process
- Act as a strategic thought partner and manager for Community Vision's Director of Real Estate Solutions, ensuring the Director has the support and guidance needed for success
- Mentor, upskill, and grow individual contributors and managers to provide independent, autonomous, cross-functional work in service of the greater team and organization
- Train new leaders, supervisors and strategists, in support of creating an internal leadership pipeline
- Lead budgeting for the Strategic Initiatives department and related activities

### *Strategy*

- Create and implement tools to support the organization's integrated cycle of planning, evaluation, learning, and adaptation
- In partnership with other departments, facilitate and coordinate review and updates of program strategies
- Provide strategic analysis and recommendations as required to support board and executive management's decision making and resolution of strategic issues
- Help ensure that decision making remains in alignment with the organization's short and long term strategies and goals
- Develop recommendations to executive leadership for relevant policies and procedures pertaining to strategic planning, equity, learning, and impact

### *Cross-Department Collaboration*

- In partnership with the VP of Capital Solutions, advance Community Vision's commitment to racial equity and economic justice through a restorative and community- and client-centered approach to client acquisition, services, new business lines, and grantmaking practices; integrate and align program activities and develop opportunities for cross-department collaboration
- With the VP of Capital Solutions, build connection and collaboration between various departments and activities, enabling program departments to leverage cross departmental opportunities
- Collaborate with the External Relations department to develop and implement an ongoing fundraising strategy in support of products, programs, and initiatives; act as a subject matter expert in development of funder proposals related to program work
- Collaborate with Community Vision's impact team to ensure ongoing, data-driven impact measurement and accountability related to the organization's programs

### *Organizational Leadership*

- Actively engage in leadership of the organization as a collaborative member of Community Vision's Executive Team
- Foster a culture that values collaboration and inclusivity, high performance, problem solving, excellent client services, learning, and innovation
- Act as a subject matter expert to build the organization's reputation as a trusted community real estate advisor and thought leader by participating in conferences, panels and other public speaking opportunities, and developing written materials such as blog posts and white papers

## Profile of the Successful Candidate

Reporting to the President, the Vice President of Program Strategy will be an experienced leader who is passionate about the community development and finance ecosystem, with a real capacity to drive growth and innovation. Community Vision will welcome an informed and well-respected systems thinker who is familiar with the points of intersection of economic empowerment, commercial lending, community-owned real estate, advocacy, and equity. The Vice President of Program Strategy will also be able to appreciate how innovative problem-solving can empower communities and change lives. The successful candidate will possess proven leadership, relationship management, equity acumen, and institutional fundraising experience. The successful candidate will have experience at the intersection of social justice and finance. This could include the CDFI industry, or more broadly the financial services industry, and will also demonstrate strong values alignment with Community Vision, combined with unimpeachable personal and professional integrity.

More specifically, Community Vision seeks a professional who embodies the following:

- 10+ years of relevant experience working in one or more of the following: nonprofit administration, organizational development, community or economic development, and/or program development and management
- A strategic leader who can influence an organization at all levels and build consensus towards achieving its vision and goals
- A creative thinker with the ability to productively question norms
- Demonstrated ability to articulate a vision and translate it to various stakeholders, internally and externally, while inspiring their understanding, ownership and support
- Extensive experience in influencing people, tackling problems, and troubleshooting
- Knowledge of the real estate development process and/or real estate financing
- Leadership, supervisory, planning and change management skills
- Demonstrated ability to manage large-scale, complex and enterprise projects or programs
- Exceptional and effective written and oral communication skills
- Strong facilitation and presentation skills to influence diverse audiences, including senior leadership

- Exhibit resilience, problem-solving solutions and results-driven capabilities
- Understanding of project management tools, budget planning tools, resource allocation tools, agile tools, and issue/bug tracking tools
- A commitment to and experience with institutional/community equity work
- Commitment to recruiting, mentoring, training, and retaining a diverse team; experience managing remote teams is preferred
- The ability to operate with flexibility, creativity, but with accountability while maintaining respect for others' concerns
- Experience or expertise on issues of racial equity and the intersection of social justice and community economic development preferred

### Start Timeframe

We seek to have someone in place in late Spring 2025.

### Compensation

This position offers a competitive salary range of \$170,000 to \$190,000 and includes a comprehensive benefits package. We actively welcome all candidates from a wide range of backgrounds who have the skills to fulfill this role – regardless of compensation history.

### To Apply

All applications are held in strict confidence. Please submit your credentials and a letter of interest through our private applicant portal to The 360 Group at:

<https://the360group.us/portal/>

Applications should be directed to the attention of Monica Rodgers, Senior Consultant or Vincent Robinson, Managing Partner. Applications will be reviewed on a rolling basis. Earlier applicants may receive priority consideration. To be considered, The 360 Group encourages all interested candidates to submit their applications promptly, via the confidential applicant portal linked above.

*At The 360 Group, we know that a richly diverse mix of professionals makes organizations more effective. Using that principle as our “North Star,” we make diversity a hallmark of our firm, and all of our search engagements.*

**Learn more about The 360 Group at [the360group.us](https://the360group.us).**