



Position Fact Sheet

Family Resource Center of San Joaquin (FRC)

Chief Executive Officer

Stockton, CA

April 6, 2026



Celebrating over 47 years of excellence

This Position Fact Sheet is intended to provide information about the Family Resource Center of San Joaquin (FRC) and the position of Chief Executive Officer. It is designed to assist qualified individuals in assessing their interest.

THE ORGANIZATION

Family Resource Center of San Joaquin (FRC)

Strengthening the lives of children, families, and communities.

The Family Resource Center of San Joaquin (FRC) is seeking a dynamic and mission-driven Chief Executive Officer to lead the organization into its next chapter of growth and impact, following the retirement of its long-tenured and highly respected CEO, Ms. Kay Ruhstaller.

The Family Resource Center of San Joaquin (FRC) is a trusted 501(c)(3) nonprofit organization and a recognized regional leader in childcare and family support services. Since 1980, FRC has been dedicated to strengthening families, supporting children, and improving community well-being throughout San Joaquin County.

Through a comprehensive portfolio of prevention, intervention, and support programs, FRC ensures that families have access to the resources, education, and guidance necessary to thrive. The organization plays a critical role in helping families navigate complex social, economic, and personal challenges by delivering community-based services that promote stability, self-sufficiency, and long-term success.

FRC is widely regarded as one of the most respected nonprofits in the region, driven by its measurable impact and deep community trust. A defining strength of the organization is its commitment to diversity, reflected by an 86% ethnically diverse workforce that blends long-tenured staff with emerging leaders. This inclusive culture contributes to high levels of employee engagement, collaboration, and shared dedication to the organization's mission.

Operating in one of California's fastest-growing and most diverse regions, FRC partners closely with local school districts, public agencies, healthcare providers, law enforcement, and community-based organizations to deliver integrated, high-impact services.

FRC's core values — Collaboration, Compassion, Customer Service Focus, Diversity, and Integrity — guide its work and relationships across the community.

Governed by a committed, ten-member Board of Directors, FRC is supported by an engaged staff of approximately 175 employees and a strong network of partners. The organization maintains a solid financial foundation, with a total budget of \$109 million, an operating budget of \$26 million, and \$23.9 million in net assets, representing approximately three months of operating reserves.

FRC operates with a fully in-office model, five days per week, reflecting the highly relational and community-centered nature of its work. This approach supports strong collaboration, responsiveness, and connection to the families it serves.

THE POSITION

Reporting to the Board of Directors, the Chief Executive Officer provides strategic, operational, and financial leadership for the organization. The CEO oversees all aspects of FRC's operations, including programs, finance, administration, partnerships, community engagement, and government affairs.

Working in close partnership with the Board, the CEO establishes strategic priorities while ensuring the effective execution of programs and services. The role includes direct supervision of six senior leaders and requires a highly collaborative, forward-thinking approach to leadership.

Key priorities for the first year include:

- Building strong, trust-based relationships with the Board, staff, and community stakeholders
- Gaining a deep understanding of FRC's programs, funding streams, and operational structure
- Ensuring a smooth and thoughtful leadership transition
- Strengthening long-term financial sustainability and strategic positioning

EXPECTATIONS FOR THE FIRST YEAR

Major expectations in furtherance of the organization's key initiatives:

- Continually scanning the environment, engaging in Federal and State policy and advocacy with key partners and the FRC Management team to ensure subsidized childcare funding remains and increases.
- Supporting employer-sponsored, childcare outreach to increase business engagement and awareness of available supports (CSO lead)
- Advancing 211 accreditation (COO lead; 18-month process)
- Supporting expansion of 211 services into Calaveras, Amador, and Alpine counties if funding is secured (Mark Twain Health District champion; CEO/CSO/COO collaboration)
- Leading the AI Committee to advance technology integration (including existing 211 database applications)
- Developing data dashboards with the management team to monitor program outcomes

30 / 60 / 180 Day Milestones

Within the first 30 days the new CEO will:

- Personally meet with and begin to establish relationships with Board members, stakeholders, staff, childcare providers, Child Care Provider Union, partners, and community leaders, developing an understanding of their communication needs and preferences and creating an aligned communication plan
- Start to learn the organization — initiatives, budget, programs, culture and staff dynamics — and the community FRC serves
- Integrate quickly into this established, high employee engagement organization

Within the first 90 days:

- Begin to build relationships with regional and statewide partners

- Support and become knowledgeable about public policy and advocacy at the state and federal levels; (currently led by CSO in partnership with CEO)
 - Gain fluency in financial statements, grant funding, compliance, and oversight.
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By the six-month marker:

- Will have developed a strong understanding of organizational finances, including:
 - Funding terms, conditions, contracts, and childcare payment projections, Board reporting requirements and financial projections
 - Federal funding structure (approximately 44% federally sourced; 56% state sourced, the majority of which is annually renewed)
 - Will begin work on updating the strategic plan
 - Will consider implementing 360 evaluations for C-suite and potentially the broader management team and enterprise-wide staff development plans
 - Will work with the Board on governance best practices, including:
 - Review and update of by-laws
 - Evaluation of Board committee structure (internal, external, governance)
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By the end of the first year:

- Will have executed a smooth transition into the role, organization, and community
- In collaboration with the Board, stakeholders and staff will have updated the strategic plan, including succession planning for key roles, aligning the (organization) structure and resources, and adding programs that complement the agency's mission while diversifying and increasing funding
 - Will have stabilized existing programs to navigate changing trends in funding allocation

- o Will have created a plan to downsize/sunset programs if necessary
 - o Will have implemented NPS or similar customer service /stakeholder/staff satisfaction metrics
- Will be seen as a strong, visible, and effective leader, laser-focused on a clear, strategic vision in service of the mission

PROFESSIONAL EXPERIENCE (in priority order)

- Five-plus years of experience leading a nonprofit organization or comparable entity (approximately \$26M operating budget and similar staff size) or demonstrated progression in managing increasing budget, programs, staff, and scope at the executive suite level
- Experience working closely with boards and executive leadership teams
- Experience in California and federal advocacy and the state's social and economic demographic
- Proven ability to collaborate with community leaders, public sector stakeholders, and partner organizations
- Strong background in financial oversight, including grant management, compliance, and reporting
- Experience with strategic planning, organizational leadership, and data-driven decision making
- Experience executing change management initiatives
- Experience operating within organizations heavily reliant on government funding
- Strong technology and data proficiency

COMPETENCIES (in priority order)

- Passion for the mission
- Demonstrated leadership effectively executing in a changing environment
- Excels operating in a mission-driven, highly regulated, and funding-dependent environment
- Strong listener with high emotional intelligence
- Collaborative, relationship, and results-oriented leadership style
- Strong organizational and prioritization skills

EDUCATION AND CREDENTIALS (in priority order)

- Undergraduate degree required
- Master's degree preferred

CULTURE (in priority order)

- A mission-driven culture focused on delivering meaningful, measurable impact for children and families
- A reputation for excellence, community trust, transparency, and effectiveness
- One that is entrepreneurial, resilient, and has a solutions-oriented mindset
- A commitment to diversity, with recognition that it is a core organizational strength (86% ethnically diverse and engaged workforce with a blend of long-tenured and newer staff)

THE COMMUNITY: THE STOCKTON-LODI REGION

The position is based in Stockton, a vibrant and growing city of more than 322,000 residents and the county seat of San Joaquin County. Located in the heart of California's Central Valley, Stockton offers an exceptional balance of accessibility, affordability, and quality of life. The city is approximately 60 miles east of the San Francisco Bay Area and 45 miles south of Sacramento, the California state capital, making it a strategic hub for both professional opportunity and regional connectivity.

Stockton's central location and proximity to major interstate freeways make commuting and travel convenient, while its comparatively low cost of living provides a compelling advantage over nearby metropolitan areas. The city's economy has evolved from its agricultural roots into a diverse economic base that includes healthcare, education, logistics, telecommunications, and manufacturing. Major employers include Amazon, the Stockton Unified School District, St. Joseph's Medical Center, and the City of Stockton.

Known for its livability and natural beauty, Stockton has been designated a "Tree City USA" nearly 30 times, with more than 77,000 trees contributing to its

urban landscape. Its location along the San Joaquin River provides direct access to the California Delta, offering abundant opportunities for boating, fishing, and outdoor recreation.

Stockton also features a rich cultural and educational environment. It is home to the University of the Pacific, California's oldest university, along with San Joaquin Delta College and the Stockton campus of California State University, Stanislaus. The city supports a vibrant arts scene, with venues such as the Bob Hope Theatre, Faye Spanos Concert Hall, and the Stockton Memorial Civic Auditorium. The Stockton Symphony, one of the oldest continuously operating orchestras in California, along with numerous live music venues and community programs, contribute to a dynamic cultural landscape.

Recreation and sports are integral to the community. Stockton hosts a wide range of events and is home to the basketball Stockton Kings and the baseball Stockton Ports, as well as multiple golf courses and one of the oldest NASCAR-certified racetracks west of the Mississippi.

Just a short drive north, Lodi offers an appealing residential alternative with a more relaxed, small-town atmosphere. Lodi is known for its charming downtown, local dining, and strong sense of community.

The region is internationally recognized for its wine industry, with more than 85 wineries. As one of California's oldest wine-producing regions, dating back to the 1850s, Lodi has gained increasing acclaim for its wines, particularly its heritage Zinfandel varietals. Many local wineries successfully compete with those in the Napa Valley in international competitions.

Stockton enjoys a Mediterranean climate, with hot, dry summers and cool, wet winters. Most rainfall occurs between October and April, allowing for abundant sunshine and year-round outdoor activity.

Together, Stockton and Lodi offer a unique combination of affordability, connectivity, cultural richness, and lifestyle, making the region an attractive place to live and work.

COMPENSATION AND INTERVIEW PROCESS

The compensation package will be competitive and commensurate with experience. It includes a base salary range of \$270,000 to \$320,000, along with a comprehensive benefits package.

Selected candidates will be invited to interview with the Search Committee in Stockton on Friday, May 22, 2026. Finalists will be invited back the following morning for additional meetings with the Committee

PROCEDURE FOR CANDIDACY

For confidential consideration before Monday, May 5, please submit a chronological resume and compensation expectations to:

FRC-CEO@wilcoxcareer.com

WILCOX MILLER & NELSON CONTACT

Ms. Tiffany Frisa, Client Services
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