



**Cradles
to Crayons**

Providing the essentials for childhood.

VICE PRESIDENT OPERATIONS

WFH IN BOSTON, PHILADELPHIA, OR CHICAGO

[HTTPS://WWW.CRADLESTOCRAYONS.ORG/](https://www.cradlestocrayons.org/)

ORGANIZATION

Cradles to Crayons (C2C) provides children from birth through age 12 with the essential items needed to thrive at home, at school, and at play. C2C's vision is for all children to have the essentials needed to thrive. Since its founding in 2002, C2C has supplied three million customized packages of clothing, shoes, diapers, school supplies, and more to homeless or low-income children. In FY2022, C2C provided more than 750,000 packages of everyday essentials to children. Operating on a budget of \$17M, C2C employs 90 people and benefits from almost 73,000 hours of volunteer support annually. Cradles to Crayons has earned the highest possible rating from Charity Navigator for 13 consecutive years. Only 2% of charities nationwide have received this distinction. Recognized as a leader in addressing Clothing Insecurity, Cradles to Crayons has been granted \$850K from the American Rescue Plan Act.

In the United States two in five kids (20 million!) are currently facing Clothing Insecurity, living without essentials like clothing, shoes, diapers, and school supplies during their critical development years. Three of the top 10 reasons children miss school are rooted in Clothing Insecurity. C2C is the only large-scale nonprofit organization to focus on this resource gap, distributing customized packages of essentials to children from its three warehouses (called Giving Factories) in Boston, Philadelphia, and Chicago. In 2021, C2C launched a first-of-its kind online product donation platform, Giving Factory Direct (GFD), to serve children across the nation.

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Cradles to Crayons takes a three-pronged approach to mitigating Clothing Insecurity:

1. **In-person Engagement** - tens of thousands of children and adults volunteer at one of the three Giving Factories to sort and package high volumes of new and like-new donations from local communities for its Service Partners to distribute to the children they serve.
2. **Online Product Donations** - Giving Factory Direct (GFD) matches product donors directly to children who need the items they have. Launched in 2021 GFD is expanding to a growing number of communities, enabling C2C to serve its mission on a national scale. In its pilot year, GFD mitigated Clothing Insecurity for more than 1,000 children and engaged supporters from 39 states.
3. **Advocacy and Awareness** - Cradles to Crayons is uniquely positioned to raise Clothing Insecurity as a national issue through awareness campaigns, data/evaluation, and legislative outreach. It is a leader in the national conversation around diaper insecurity, hosting National Diaper Need Awareness Week panels with Senator Tammy Duckworth (D-IL) and Senator Bob Casey (D-PA).

POSITION

Reporting to the CEO/Founder, the Vice President Operations (VP) will be a critical thought partner to the CEO and other members of C2C's Executive Leadership Team and will collaborate with colleagues to meet Giving Factory market and organizational goals. S/he will have direct line responsibility for the leadership and supervision of the three market Executive Directors and a dotted line relationship with the Senior Directors of Operations in each of the three markets. S/he will inform and implement C2C strategic initiatives, build systems, discover opportunities for collaboration and integration, and leverage best practices across C2C to ensure efficiency and consistency.

The VP will be accountable for annual market operating and revenue goals, supplier and distribution partnerships, ensuring the smooth maintenance and operating of C2C buildings, implementing standard and efficient operational processes and programs across the Markets, and ensuring the performance and well-being of the organization's team members and volunteers. The winning candidate should be a strong communicator, exceptional manager and leader, and process improvement expert.

Information Technology and Business Intelligence are crucial to the success of C2C, as it undergoes a digital transformation. The VP of Operations will oversee the IT team's efforts to provide technical support, data security, and strategic guidance regarding the use of technology to enhance the work across C2C shared services, and within the Giving Factories, the Giving Factory Direct platform, and the awareness and advocacy initiatives.



RESPONSIBILITIES

The VP will lead a positive “One Cradles” culture, ensuring all markets are operating with consistent standards, volunteer experiences and warehouse operations. The VP will instill and promote C2C cultural values - the key components to C2C’s success as an organization.

1. Kids come first
2. We are one and we are stronger together
3. We lead the way
4. Diversity is our strength, inclusivity our bond
5. Service is our legacy
6. We speak the truth and face the facts
7. We leverage collective genius

Additionally, the VP will be required to participate monthly in a Giving Factory 2-hour volunteer shift and travel frequently to the three locations to ensure they are operating at peak performance, issues are addressed on a timely basis and staff feels well supported and empowered to carry out the mission of Cradles to Crayons.

Other responsibilities are described below.

Leadership

- Lead and supervise three Executive Directors (ED) in their individual markets (Boston, Chicago, and Philadelphia), further developing them into a high performing, collaborative team achieving both organizational and market goals.
- As a member of the Executive Team (ET), ensure that the perspectives of the Executive Directors and the Sr. Director of IT are represented, and there is effective two-way communication between these groups (i.e., inform policy-level decision-making and successful execution within markets, GFD and Advocacy and Awareness, as appropriate).
- Empower and hold EDs accountable for day-to-day management of markets including but not limited to people management, healthy and safe work practices, culture that supports and enhances DEI, robust and exceptional community, fiscal management, and partner engagement.



- Ensure the EDs are meeting their goals related to Development, Giving Factory Direct, advocacy and awareness.
- Lead a Cross-Market Operations working group, comprised of the three Sr. Directors of Operations who will have dotted line reporting to the VP; EDs will participate as applicable. This working group will collaborate to identify and implement best practices and information sharing across markets, coordinate cross-market standardization efforts, procurement, and other operations needs as they arise.
- In collaboration with the Executive Team and leaders of each functional area, ensure organizational goals are both reasonable and challenging.
- Working in conjunction with the VP of HR, continuously develop and implement recruitment, training, and retention strategies.
- Promote regular and ongoing opportunities for all staff to give feedback.

Strategic Planning

- In partnership with the Executive Team, update, implement and track the 3–5-year C2C strategic plan, and the annual revenue and expense goals and plan.
- In collaboration with market Executive Directors, establish the 3–5-year market plans, and annual market plans that align with C2C strategic plan and priorities.
- Oversee implementation of the C2C strategic plan at the market level, using metric-driven and change management practices.
- Partner with VP Giving Factory Direct and Sr. Director, External Affairs to assure alignment and collaboration across all three pillars of the C2C model.
- Ensure IT trends and needs are incorporated into the annual and multi-year strategic planning process.

Regional Market (Giving Factory) Operations

- Implement and lead a continuous quality improvement process throughout the program and service areas of the Giving Factory markets.
- Across the C2C network, benchmark best practices, carefully evaluate opportunities for innovative programs and ensure satisfaction with current programs.
- Partner with Vice President of National Philanthropy to build a culture of philanthropy across the Giving Factory markets, including identifying and implementing opportunities for enhanced fundraising, greater cross-market and national collaboration, training and fundraising best practices.



- Partner with Sr. Director of External Affairs and lead EDs to identify and implement consistent opportunities for enhancing the visibility of the Cradles to Crayons brand and mission to end clothing insecurity.
- Troubleshoot sensitive and key issues to uphold high volunteer satisfaction.
- Ensure that all program activities operate consistently across markets and are aligned with the mission and values of One Cradles to Crayons.
- Work with each market ED to prepare and submit an annual revenue plan and operational budget to the CEO and CFO for review and approval, manage effectively within this budget, and report accurately and timely on progress made and challenges encountered.
- Ensure the continued financial viability of program/service units through sound fiscal management.

Information Technology and Business Intelligence

- Ensure that systems and processes are in place to input data, monitor progress, and produce consistent reports on items distributed, volunteers engaged, agency partnerships, product and financial donations, and other key metrics across the Giving Factory markets, advocacy and awareness initiatives, and Giving Factory Direct. Ensure capital expenditures are well planned and executed. Create, present, and implement annual technology roadmaps, projects, budgets, and reports.
- Lead the Senior Director of IT and Business Intelligence in the formulation and execution of IT strategy and project direction and serve as a conduit of information to and from Executive Team and Market Leaders around needs and strategy.
- Ensure IT systems are secure, fully integrated with specialized systems (eg Finance, HR, GFD and marketing) and properly utilized.

Warehouse & Supply Chain Operations

- Develop/manage relationships with suppliers of both product and distribution to reduce costs and improve quality.
- Oversee the implementation of all warehouse operations, including logistics, scheduling systems, procurement, delivery, and transportation, loading dock activity, security, emergency action plans, and closing procedures.
- Analyze trends in technology and assesses the impact of emerging technologies to create efficiencies in warehousing and logistics.
- Adapt and oversee program, system and processes for the procurement of children's products, office supplies, and other items across One Cradles to Crayons.



- Develop, document, and execute standard operating procedures across all facilities and delivery operations.
- Assist in the development and implementation of productivity standards and goals in support of the annual operating plan.
- Develop or direct the creation of metrics to measure the performance of all areas of warehouse and logistics.
- Document program procedures and best practices for internal use.
- Ensure optimal effectiveness and production through warehouse management, inventory procurement and management, labor control, distribution logistics, and technology.
- Oversee workplace safety committee and programs (i.e., OSHA, ladders, forklifts, lifting, operation of vehicles) to minimize risk and assure implementation of best practices

Facilities / Equipment

- Ensure equipment and facilities are operational while identifying opportunities for improvement to reduce costs and manage repair needs.
- Oversee preventative maintenance for vehicles, equipment, and facilities.
- Suggest replacement schedule for facility systems, equipment, and vehicles.
- Ensure that all company owned vehicles are in compliance with DOT regulations, employees are properly trained to operate, and policies are created to operate vehicles in accordance with best practices.

QUALIFICATIONS

- Passion for Cradles to Crayons' mission and values.
- A Bachelor's degree is required; an advanced degree in a related field is a plus.
- Minimum of ten+ years of experience leading complex organizations and managing Supply chain/Logistics/Warehouse/Distribution operations across a multi-site or national footprint.
- Demonstrated record of achievement in managing, motivating, inspiring, and collaborating with others to achieve impact through creativity and teamwork, as well as leveraging individual strengths to meet organizational goals.
- Nonprofit experience recommended, either through direct employment or board service. Comfort in working in a well-resourced, yet lean, environment. Does not need a huge staff to be effective.
- An appreciation of and experience harnessing the power of technology to modernize and support operational efficiency.
- Strong negotiator with excellent emotional intelligence and record of developing exception relationships with suppliers.



- Savvy manager who can prioritize competing needs. Not afraid to deliver tough messages and negotiate conflicts.
- Clear communicator who positions the market leaders for success.
- Confident and secure but not ego-driven.
- Agile decision maker, innovative, curious.
- Gets up to speed and builds trust quickly.
- Process/systems oriented and data driven.
- Knowledge of how to scale an organization experiencing rapid growth.
- Knows when to push and when to wait.
- Experience working in a founder-led organization a plus.
- Demonstrated success in establishing and maintaining systems and metrics to drive continuous improvement.
- Experience supervising leaders working in remote locations.
- Business and financial (i.e., P&L) acumen.
- Excellent communications skills, high-energy level, and problem-solving abilities.
- Effective project manager.
- Impeccable integrity and ethics with excellent follow-through
- Fully vaccinated against Covid-19.

APPLICATION PROCESS

Email all inquiries, nominations, and applications to Cydnee Dubrof of The Dubrof Group at cydnee@dubrof.com. Any communication with Cradles to Crayons will be forwarded to The Dubrof Group. Applications should include a letter of interest and a current resume in MS Word. Please indicate in your cover email where you learned about this opportunity. Only candidates invited for screening will be contacted. PLEASE - NO PHONE CALLS.

The Dubrof Group is committed to social justice and access to opportunity; we actively cultivate relationships with leaders with varied life experiences and the skills needed to lead strong, innovative organizations. The team is also committed to your privacy and to protecting your personal data. To view The Dubrof Group's privacy policy, please visit www.dubrof.com.

Diversity and Inclusiveness are core values at Cradles to Crayons, and it continuously strives to be a team where everyone feels welcome and supported. It is the policy of Cradles to Crayons to provide equal employment opportunities without regard to race, color, religion, sex, national origin, age, disability,



marital status, veteran status, sexual orientation, gender identity, genetic information and/or any other protected characteristic under applicable law. Individuals from underrepresented groups are encouraged to apply.

In accordance with the Americans with Disabilities Act, C2C may make modifications to accommodate disabled individuals. No accommodations, however, will be made by Cradles to Crayons that may pose serious health or safety risks to the employee or others, or that may impose undue hardships on the organization.

This job description is not a contract; Cradles to Crayons reserves the right to change its contents at any time.