



### Boyden Executive Search Contact

Wendy Wilsker | 781.572.5703 | [wwilsker@boyden.com](mailto:wwilsker@boyden.com)

Shaké Sulikyan | 508.410.1811 | [ssulikyan@boyden.com](mailto:ssulikyan@boyden.com)

### Background on B3K Prosperity

The “A Better Bakersfield and Boundless Kern” (B3K Prosperity) initiative began in 2020 as a comprehensive examination of regional economic conditions, underlying social and environmental challenges, and potential paths forward for inclusive economic growth. The initial B3K process involved extensive stakeholder engagement spanning Kern County’s geographic subregions, diverse industry clusters, and a wide spectrum of public sector, community, and nonprofit leadership. The Brookings Institution provided a series of quantitative studies and strategy reports to document baseline conditions and identify promising growth opportunities. Brookings also supported facilitation of the public engagement process, in conjunction with local leaders.

B3K Prosperity has evolved from being a *process* to being an *organization* charged with leading implementation of the strategic recommendations that emerged from the research. While still in its nascent stages, B3K’s leadership has recently adopted a Statement of Purpose and Proposed Governance Structure (see attachment) to guide the next phase of B3K’s organizational evolution. B3K is gaining regional and statewide recognition (including public/private funding support) as the leading, region-wide economic development organization for Kern County and the Greater Bakersfield area. In this regard, the adopted Statement of Purpose identifies B3K’s leadership and coordination roles among an array of public and private partners engaged in various integrated aspects of regional inclusive economic and workforce development in Kern County.

### Overview of B3K’s Expected Roles in the Region

B3K is positioned to serve as a “center of gravity” as the organization shifts from strategy development to implementation of an ambitious agenda for inclusive regional economic development. As the Market Assessment determined, the region needs to overcome a history of fragmented efforts that have not maximized resources or impact. Executing multi-faceted tactics depends on a range of individual entities coordinating on delivery within their missions and areas of expertise -- governmental agencies, private-public partnerships, educational institutions, businesses, service providers, and community groups. No organization or individual currently performs this centralized orchestration role on behalf of the region.

Based on carefully selected models from experience in other regions executing comparable efforts, B3K’s role must enable six functions to advance collective action and accountability among partners:

1. **assuming primary responsibility for advancing core, region-wide economic development functions**, including interfacing with targeted growth industries, convening diverse stakeholders, and diversity/equity/inclusion initiatives (see Statement of Purpose for full list of B3K programs to be led by B3K);

2. **facilitating program delivery by partner organizations** by promoting connections and alignment among contributing actors, offering supplemental capacity, and guiding regional strategy adjustments or evolution;
3. **identifying and coordinating pursuit of implementation resources** for and by stakeholders in a transparent and collaborative manner;
4. **organizing policy and advocacy across interests** on issues specifically related to advancing B3K implementation;
5. **monitoring and reporting regional performance metrics** and tactical progress toward outcomes; and
6. **providing a neutral standing forum** as the consistent entry point for cross-sector regional information-sharing and coordination related to inclusive economic development programs, policies, and funding.

### Chief Executive Officer (CEO) Position

B3K is now ready to hire their first full-time CEO and is seeking a seasoned leader who brings a depth of experience and expertise in advancing partnerships to expand and elevate inclusive economic and workforce development program delivery. Successful candidates will be strategic and entrepreneurial. They will be excited to lead this start up organization and will have a track record of building trusting relationships with community, business, and public sector leaders to elevate a sustainable and inclusive workforce.

The CEO should have (or be able to establish) credibility with principals at the highest leadership levels across the breadth of established organizations active in various aspects of economic and workforce development program delivery throughout the region and state. At the same time, they should be an accessible, responsive, and trustworthy member of the community, especially in addressing deep prosperity and inclusion objectives.

The CEO should be experienced in business planning and implementation, practical problem-solving, and bridging organizational divides for the common good. High emotional intelligence and skill in coalition-building are critical, alongside managing strategic processes, leading, and advising on programmatic delivery, and working with funders.

### Responsibilities

- **Business Planning and Execution:** Provide strategic vision and structure for enabling successful implementation of B3K objectives across various activities. Help topical strategy leads by:
  - supporting creation and execution of initiative business and investment plans;
  - promoting system alignment by convening and coordinating implementation partners and linking overlapping activities among B3K tactics (e.g. aerospace, advanced manufacturing, and entrepreneurship supports);
  - enabling connections to implementation resources and technical assistance, as available;
  - tracking progress on near-term and long-term milestones to ensure follow-through; and
  - collaborating with implementation partners to resolve obstacles to execution.
- **Resource Development:** Provide shared capability for identifying, pursuing, and aligning grants and investments for implementing partner activities through a Resource Consortium model: a hub for broadly

sharing opportunities with regional impact, convening potential applicants or contributors for joint action, and supporting quality applications. Strategically engage existing capacity from within the Consortium to deliver tasks, rather than build redundant functions.

- Metrics and Accountability: In conjunction with B3K's Regional Council and executives of partner organizations, provide an ongoing, strategic data-driven approach for monitoring and reporting on regional and B3K progress for both internal and public audiences, including:
  - coordinating with research group leads (e.g. CSUB) on an annual regional economic performance dashboard capturing horizon goals and other strategy-specific metrics; and
  - managing a high-capacity "Deep Prosperity" group for regular input, connections, expertise, and accountability on B3K's direct and delegated activities to advance objectives for eliminating racial and gender disparities in economic opportunities and outcomes.
- Regional Stewardship: Convene and answer to a Regional Council (B3K's Board of Directors) composed of regional business, workforce, and community interests. Maintain widespread buy-in for B3K among the group and its constituencies, soliciting and addressing feedback on initiative direction and pursuing opportunities to leverage group or individual members for initiative success. With support from the Regional Council, establish B3K as the neutral standing forum for collaborative consideration and action on relevant regional economic, program, policy, and funding opportunities.
- Communications and Advocacy: Promote ongoing understanding and support for B3K among key audiences and the public through strategic communications and outreach, leveraging capabilities of B3K partners. Engage additional regional and local organizations to expand the network for implementation, particularly business, community, and local government interests. Organize advocacy efforts to address specific policy impediments or opportunities germane to success of B3K tactics, with actions potentially taken by other leads. Participate in state and/or national networks to elevate visibility of the initiative and garner further support.
- Management: Identify and manage relationships with outside advisors and/or consultants on behalf of the collective effort. Supervise full-time, part-time, or consultant staff members.

## Qualifications

- Demonstrated success driving complex processes involving multiple inputs, teams, and stakeholders, such as: business product or process development, a start-up or social enterprise, civic initiative management, or a campaign.
- 10+ years of substantive professional experience in at least one category relevant to B3K, such as: business and economic development; education and workforce development; or community development. At least 5 years of experience in a senior leadership and management role.
- Strong relationships (or ability to build relationships) with diverse constituencies across a region, spanning business, community, workforce/education, and elected leadership.

- Ability to implement a large-scale initiative while building and maintaining consensus among a variety of disparate interests.
- Experience supervising professional and administrative staff.
- Experience preparing and tracking organizational budgets.
- Aptitude for navigating ambiguity to set an agenda and deliver tangible actions on a timeline, including mobilizing efforts outside direct control.
- Experience serving on a Board of Directors, or similar role.
- History working with private investors, philanthropy, and/or government sources to raise capital in support of civic, educational, business, or social enterprises.
- Capacity to use and/or learn common software platforms (e.g. Microsoft Office, Google Suite, Zoom).
- Bachelor's degree required; Master's degree in business or public administration preferred.

**Boyden Contacts****Wendy Wilsker**

Managing Partner  
[wwilsker@boyden.com](mailto:wwilsker@boyden.com)  
M. 781.572.5703

**Shaké Sulikyan**

Senior Advisor and Consultant  
[ssulikyan@boyden.com](mailto:ssulikyan@boyden.com)  
M. 508.410.1811

**About Boyden**

Founded in 1946, Boyden global executive search was the first firm to focus entirely on retained executive search. Others would soon follow, using many of the basic tenets and principles that Sidney Boyden put in place: maintaining a strict code of ethics and standards; establishing a global presence; creating uniform processes; and working with highly experienced business partners. These aspects of Sidney Boyden's vision are still in use today.

Boyden continues to be a leader in the executive search industry. Through the ever-expanding use of cutting-edge technology, while always adhering to strict ethical standards, we remain true to our rich heritage as the founders of retained executive search. We cover the globe with over 70 offices in more than 40 countries, led by resident professionals adept at working in a global economy. We are poised to help our clients find the people who will lead them today and into the future. In addition to retained executive search, Boyden works with clients seeking advice regarding their Boards. We also assist clients with interim management and leadership assessment.

---

This document contains confidential and/or legally privileged information. Any disclosure, reproduction, or distribution without the consent of Boyden is strictly prohibited.