

PREPARED FOR SFBATCO

An Interim Partnership & Executive Search

A business plan and hiring process for the transition ahead

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Engagement Window: September 2026 — January 2027

AT A GLANCE

SFBATCO is entering a leadership transition at a moment when the organization has proven what it can do artistically and is ready to grow the operational infrastructure that supports it. This document proposes an interim Managing Director partnership and a permanent MD search designed to use the transition window well, not just to survive it.

ROLE	Interim Managing Director — chief executive of the organization, in partnership with the Artistic Director
WINDOW	September 2026 through late January 2027 (roughly 4.5 months)
HOURS	Approximately 32–35 hours per week, structured to match the scope of the role
LOCATION	Fully remote from Madison, WI, with in-person visits as strategically needed
COMPENSATION	\$6,600 monthly retainer for the interim engagement, plus \$10,000 flat fee for the executive search (\$5,000 on signing, \$5,000 on permanent MD’s confirmed start). Payment structure at SFBATCO’s discretion: W-2 payroll, biweekly, or monthly invoice.
TOTAL	Approximately \$40,000 for the full engagement — interim leadership and the executive search combined.

Five Outcomes

- **01 Continuity.** The full operational scope of the Managing Director role continues without disruption during the transition.
- **02 Capacity.** The organization ends the window with stronger systems, cleaner processes, and better-supported staff than it began.
- **03 Clarity.** A permanent Managing Director role designed based on what the organization actually needs, informed by the interim work.
- **04 A hire.** A permanent MD selected, offered, accepted, and prepared for a strong first day.
- **05 A living record.** The Living Organizational Document — a durable body of institutional knowledge that stays with SFBATCO after the engagement ends.

WHY THIS MATTERS FOR SFBATCO RIGHT NOW

SFBATCO is at an inflection point. Twelve years in, the artistic voice is proven, the community footprint is real, and the programming has grown into a full ecosystem of mainstage productions, Creators Lab, MAPA, youth programs, and

community partnerships. What is happening now is a change in the seat that holds all of the operational and financial scaffolding that supports the artistic vision.

Leadership transitions in nonprofit theatre are fragile moments. Institutional knowledge lives in one person's head. Grant reporting cycles do not pause. Payroll runs regardless. Board relationships need to feel continuous. Funders need to feel confident. Staff need to feel steady. Any drift in any of these areas during a transition compounds quickly.

The traditional interim Managing Director model is designed to hold that scaffolding steady while a permanent hire is found. That is essential, and it will happen here. But the transition window also holds an opportunity that is rarely available: a defined period where an experienced operator can look at the organization with fresh eyes, identify what is working well enough to protect and what could be strengthened, and hand the permanent MD a stronger starting position than the one they would otherwise inherit.

The interim window is not a period to endure. It is a period to use.

This proposal is structured around that opportunity. Part I details the interim partnership — how the role will be held, what will be strengthened, and what continuity looks like. Part II details the executive search — how the permanent Managing Director role will be designed, recruited for, and transitioned into.

Both parts share a through-line: a stewardship posture, where the work is oriented toward SFBATCO's long-term health rather than toward the interim leader's continuation. Every deliverable is built to outlast the engagement. Every relationship is built to transfer to whoever comes next.

ADDRESSING THE MANAGING DIRECTOR QUESTION

It is worth naming directly: I have not previously held the title of Managing Director at a nonprofit theatre. The board will and should ask what qualifies me to hold this seat during a critical transition. Here is the honest answer.

Transferable Executive Competencies

I have spent more than a decade in executive leadership spanning operations, human resources, marketing, brand strategy, and consulting — built across Marriott, Hilton, and luxury independent hotel brands, and independent consulting engagements with global brands including CNN, Lego, and NBC. I have directly managed operating budgets up to \$50M, overseen a \$250M four-property regional portfolio, led 500+ associates, and mentored more than 40 team members into their own management roles. The competencies that a Managing Director holds — financial oversight, HR and benefits administration, insurance and risk management, tax compliance, grant relationships, board reporting, team leadership, systems oversight, executive partnership — are competencies I have held at scales that exceed SFBATCO's current operational complexity.

A Long Relationship with SFBATCO

I am not coming in cold. I served as Director of People & Operations at SFBATCO during the company's founding years, from 2013 to 2015 — helping to build the organizational infrastructure, patron experience, HR foundation, and production budgeting that carried the company into its early growth. During that period, I also contributed to early brand development, including the visual identity work that has become part of SFBATCO's story. The relationship is over a decade old. The institutional familiarity is real. What I bring is not just executive capacity applied cold to a new context, but executive capacity applied to an organization I have known from the beginning.

Realistic Parallel Capacity

My current role as General Manager of The Historian Hotel is a pre-opening role, not a daily operations role. The hotel opens in Q1 2027. The current work is planning, systems development, team assembly, and community coalition-building — work that already runs on a hybrid schedule and does not require me to be on-site full time. The SFBATCO engagement is structured around 32 to 35 hours per week, fully remote, which is realistic capacity given my current situation. This is not a stretch. It is a genuinely available window in my professional calendar.

LOGISTICS OF THE ENGAGEMENT

Clarity on how the engagement will actually run:

- **Location.** Fully remote from Madison, WI. In-person visits to San Francisco as strategically needed — anticipated for major board moments, key production openings, and significant stakeholder engagements.
- **Hours.** Approximately 32 to 35 hours per week, scaled to match the scope of the role.
- **On-site continuity.** The physical presence needs of the organization — mail retrieval, cash deposits, in-person board meeting logistics, tech rehearsal presence, on-site youth program coaching — are held by SFBATCO's existing directorial team, ensuring these responsibilities continue without disruption.
- **Compensation structure.** \$6,600 monthly retainer for the interim engagement, plus a \$10,000 flat fee for the executive search (\$5,000 on signing, \$5,000 on permanent MD's confirmed start date). SFBATCO chooses the payment mechanism most convenient for the organization — W-2 payroll, biweekly, or monthly invoice.
- **Communication cadence.** Standing weekly check-in with the Artistic Director. Bi-weekly written update to the Board Chair. Monthly full board presentation. Ongoing coordination with the Board Treasurer and Board Search Committee.
- **Availability.** Standard business-hours availability by phone, email, and video during the engagement window, with responsive turnaround on urgent matters as they arise.

PART ONE

The Interim Partnership

EXECUTIVE SUMMARY — The Interim Partnership

A four-to-five-month partnership serving as Interim Managing Director from September 2026 through late January 2027. The role holds full chief executive responsibility — the operating budget, financial oversight, bookkeeping and accounting, insurance and risk management, tax compliance, grant relationships, and coordination with the board treasurer — in partnership with the Artistic Director and reporting to the Board of Directors.

The partnership carries a dual purpose. First, continuity: hold the full operational scope of the Managing Director role without disruption. Second, capacity-building: use the window to strengthen the systems, processes, and infrastructure that support the artistic vision, so that the permanent MD walks into a stronger organization than the one they would otherwise inherit.

The work is structured through the three-phase ArcheThura framework — Learn, Strengthen, Prepare — and produces a Living Organizational Document that captures what is learned and built, and stays with SFBATCO permanently as institutional memory.

The pages that follow detail the scope of role, the ArcheThura framework, the timeline, the areas of focus for capacity-building, governance and reporting structure, the Living Organizational Document, and how success will be measured.

SCOPE OF ROLE

The Interim MD holds the full operational scope of SFBATCO's Managing Director role, in partnership with the Artistic Director. The role is chief executive of the organization, reporting to the Board of Directors, with responsibility across the following areas:

HR & Operations

Payroll oversight and approval, invoice and reimbursement approvals, organizational policy development and updates, employee benefits administration and carrier relationships, insurance liaison and certificate management, weekly staff meetings and directors' calls, quarterly feedback sessions, supervision of the Director of Operations and Director of Development & Marketing, regulatory compliance with SF Business Registration and State Attorney General's office, and unemployment claim correspondence.

Finance & Budget

Annual budget and cash flow projection development, bi-weekly bookkeeper coordination and Quickbooks oversight, auditor relationship, tax filing approval, banking relationship (Chase), CD reinvestment authorization, cash and check deposit oversight, monthly Board Finance Committee meetings, and financial report preparation for Board Meetings.

Grants & Development

Bi-weekly grantwriter coordination, strategic grant selection, grant narrative review, grant-specific project and program budget creation, multi-year grant expenditure tracking and allocation, foundation and government funder relationship management, grant contract signatory responsibilities, grant report execution, and invoicing for OEWD, HRC, SFAC, and GFTA grants.

Artist & Partner Relations

Playwright and director contract creation and negotiation, co-producer and venue partnership negotiation, education partnership contracts, and ongoing relationship stewardship with collaborating leaders across the SFBATCO partner ecosystem.

Production & Youth Programming

Production budget creation, ticket pricing model development, production and program personnel contract execution, dress and tech rehearsal presence (in partnership with on-site team), post-tech production meeting participation and producer notes, on-site youth program support (in partnership with on-site team), and season selection advisory.

Board & Stakeholder Engagement

Consistent board leadership communication, board meeting agenda development, meeting logistics coordination (in partnership with on-site team), and ongoing relationship stewardship with board members, donors, and key stakeholders.

Ambassadorship & Advocacy

SFBATCO representation in the SF Arts Alliance, collaboration with industry leaders on arts advocacy and lobbying, and monitoring of local, state, and federal legislation with potential impact on the organization.

THE ARCHETHURA FRAMEWORK

ArcheThura is the proprietary framework developed and refined across a decade of executive leadership spanning operations, human resources, marketing, brand strategy, and consulting. It is a stewardship-oriented approach to entering an organization, understanding it as it actually is, and strengthening the infrastructure that supports its mission — with the discipline to move through the work in the right sequence and the flexibility to honor the specific character of the organization being served.

Warmth in the framing. Precision in the specifics.

ArcheThura does not impose a template. It listens first, then builds, then hands off. The framework moves through three sequential phases, each producing what the next needs to succeed.

Phase 01 — LEARN

The first phase is listening. Meet the organization as it actually is — not as its brand suggests, not as its most vocal stakeholders describe, and not as documentation implies. Sit with the Artistic Director, board members, senior staff, key funders, and community partners. Review financials with fresh eyes, understand how systems are actually used, learn where institutional knowledge lives, and take on operational responsibility without disruption. The output is a genuine understanding of the organization's current state — what is working well, what needs strengthening, and where the highest-return investments of the interim window are.

Phase 02 — STRENGTHEN

The second phase is capacity-building. Based on what the Learn phase surfaces, targeted improvements are made to the systems, processes, and infrastructure that support the artistic vision. Inefficient workflows are streamlined. Underinvested areas are strengthened. Documentation is deepened. The permanent Managing Director role is drafted based on what has been learned about what SFBATCO actually needs from this seat. The search opens.

Phase 03 — PREPARE

The third phase designs the runway for what comes next. The permanent MD search is brought to close. The onboarding plan is built. The Living Organizational Document is finalized. Handoff systems are put in place so that the incoming permanent MD walks into an organization where the operational infrastructure supports their success from day one.

ENGAGEMENT TIMELINE

The timeline maps the ArcheThura phases against the September-through-January window, with each phase producing what the next needs.

PHASE	TIMELINE	FOCUS
PHASE 01 LEARN	Weeks 1–5 Early September through early October	Listen and understand. Meet with the board, the Artistic Director, senior staff, key funders, and community partners. Get to know how finance, HR, programs, facilities, and governance actually work today. Take ownership of ongoing operational responsibilities without disruption. Open the permanent MD search planning.
PHASE 02 STRENGTHEN	Weeks 6–14 Mid-October through mid-December	Build capacity where it is most needed. Streamline processes that are costing time and money. Strengthen underdeveloped systems. Draft the permanent MD job description based on what has been learned. Open the search. Continue full operational oversight.
PHASE 03 PREPARE	Weeks 15–20 Mid-December through late January	Bring the search to close. Build the incoming MD's onboarding runway. Finalize the Living Organizational Document. Support a clean handoff. Remain available for advisory conversations post-transition as needed.

Phases overlap intentionally at their edges. The permanent MD search opens in Phase 02 so that finalist evaluation and offer negotiation can be completed inside Phase 03. Learning continues throughout — the organization keeps revealing itself as the work deepens. The Living Organizational Document is drafted throughout, not composed at the end.

AREAS OF FOCUS FOR CAPACITY-BUILDING

The Strengthen phase concentrates on five areas where interim engagements typically produce the highest return for a nonprofit at SFBATCO's stage:

- **Organizational health.** Get a clear picture of finance, HR, programs, facilities, and governance as they actually operate today. Identify quick wins and structural needs.
- **Process stability.** Address the workflows and systems that are costing the organization time, money, or morale. Build the operational scaffolding that should exist but does not yet.
- **Funding pathways.** Review the current revenue mix across earned income, contributed income, government contracts, foundation grants, individual giving, and corporate support. Identify underdeveloped channels the organization is not yet accessing.
- **Creative process support.** Understand how the artistic work is currently resourced and where operational bottlenecks constrain the vision. This is a look at infrastructure, not at artistic choices.
- **Community footprint.** Clarify the partner map, program portfolio, and where the organization is producing genuine impact versus where activity is happening without impact.

THE LIVING ORGANIZATIONAL DOCUMENT

A defining output of the engagement is the Living Organizational Document — a durable, evolving repository of institutional knowledge that captures what has been learned, what has been built, and how the organization operates at every layer.

This is not a deliverable that gets filed away at engagement end. It becomes SFBATCO's operating memory — continually added to, referenced, and updated by whoever leads the organization next. It includes financial documentation, systems and process maps, vendor and partner relationships, board and governance documentation, program-level operating manuals, staff role definitions, funder relationship histories, and the institutional context that lives in people's heads today but rarely lives in written form.

Institutional knowledge is one of the most fragile assets a nonprofit holds. The Living Organizational Document is designed to make it permanent.

GOVERNANCE & REPORTING

The Interim MD reports directly to the Board of Directors and works in close partnership with the Artistic Director. The proposed cadence:

- **Weekly.** Standing check-in with the Artistic Director on active initiatives, cross-departmental coordination, and emerging matters.
- **Bi-weekly.** Written update to the Board Chair on progress, financial and operational status, and any items requiring board attention. Standing bookkeeper meeting. Standing grantwriter meeting.
- **Monthly.** Full board presentation covering financial performance, capacity-building progress, search progress, and strategic recommendations. Board Finance Committee meeting.
- **Quarterly.** Formal review of engagement progress with course corrections as needed. Given the window, this occurs once at approximately the midpoint.
- **Ongoing.** Coordination with the Board Treasurer on financial oversight and audit readiness, and with the Board Search Committee on the permanent MD search.

HOW SUCCESS WILL BE MEASURED

The engagement will be evaluated against defined outcomes at the end of the window:

- The full operational scope of the Managing Director role has been held without disruption throughout the transition.
- The capacity-building focus areas have been surfaced and documented, with prioritized improvements executed and impact recorded.
- The permanent Managing Director has been hired, has accepted the role, and has a start date confirmed.
- The 30/60/90 day onboarding runway for the permanent MD is complete and ready for delivery on day one.
- The Living Organizational Document is complete, current, and in the hands of the permanent MD and board leadership.
- SFBATCO ends the interim window in a stronger operational position than it entered, with the artistic vision better supported than before.
- The transition to the permanent Managing Director is executed cleanly, with no disruption to ongoing operations.

PART TWO

The Executive Search

EXECUTIVE SUMMARY — The Executive Search

A rigorous, transparent search for the permanent Managing Director, run in parallel with the interim partnership and structured to deliver an accepted offer by mid-to-late January 2027. The role is designed based on what the Learn phase surfaces about SFBATCO's actual needs — not on a generic template borrowed from a peer organization.

A formal Search Committee is convened at the start of the engagement, chaired by a Board member and including the Board Treasurer, an additional Board member, the Artistic Director, and one senior staff representative. The Interim MD manages the process as a non-voting participant.

The search moves through six stages across weeks four through twenty: Role Design, Sourcing, Screening, Evaluation, Finals, and Offer & Transition. Sourcing combines public posting with direct outreach to candidates already succeeding in adjacent roles, with active attention to networks that reach candidates from underrepresented backgrounds. Every candidate is evaluated against consistent, bias-aware criteria and treated with transparency throughout — whether they advance or not. The permanent MD arrives to a fully prepared onboarding runway.

The pages that follow detail the search committee structure, timeline, role design methodology, sourcing strategy, evaluation framework, and transition plan.

OPERATING PRINCIPLE

The permanent Managing Director role is designed based on what the interim partnership surfaces — not on a generic template. This is the single most important structural decision in the search process. It means the role, when filled, fits the organization it is meant to serve.

The role is drafted from the actual scope of the current Managing Director's work, informed by what the Learn phase surfaces about what SFBATCO needs next.

The search is run rigorously and transparently, with disciplined evaluation criteria applied consistently across every candidate. The board leads decision-making with structured input from the Artistic Director. The Interim MD manages the process and serves as an operational partner to the board search committee but does not carry decision-making authority on the permanent hire.

SEARCH COMMITTEE STRUCTURE

A formal Search Committee is convened at the start of the engagement. The committee's composition should reflect the constituencies who will need to trust and partner with the permanent Managing Director. The recommended composition:

- **Board Chair or designated Board member.** Chairs the search committee and holds accountability to the full board.
- **Board Treasurer.** Ensures financial and fiduciary considerations are represented throughout.
- **One additional Board member.** Ideally with prior experience in nonprofit executive search or leadership development.
- **The Artistic Director.** The permanent MD's co-leadership partner. Structural input throughout, decision-making input on final candidates.
- **One senior staff representative.** Ensures the internal team perspective is represented in evaluating cultural fit.
- **The Interim MD (non-voting).** Manages the process, drafts materials, coordinates logistics, and provides context to committee decisions.

To calibrate expectations up front: the anticipated time commitment for Search Committee members across the full window is roughly 12 to 16 hours — monthly committee meetings, a candidate shortlist review, first-round committee interviews, and final-round participation with the top candidates.

SEARCH TIMELINE

The timeline maps the search stages against the interim window, structured to deliver an accepted offer by mid-to-late January and a start date shortly thereafter.

STAGE	TIMELINE	ACTIVITY
01 ROLE DESIGN	Weeks 4–6	Draft the permanent MD job description based on the actual scope of the current Managing Director role, informed by what the Learn phase surfaces. Build the compensation framework, evaluation criteria, and success parameters. Board approval.
02 SOURCING	Weeks 6–10	Post publicly and reach out directly across TCG ArtSearch, Theatre Bay Area, LORT networks, Bay Area cultural leadership networks, and networks that reach candidates from underrepresented backgrounds.
03 SCREENING	Weeks 8–12	Application review against agreed criteria. First-round screening conversations. Longlist to eight to ten candidates. Consistent evaluation framework applied throughout.
04 EVALUATION	Weeks 11–14	Shortlist to four or five candidates. Deep interviews with the Artistic Director, the board search committee, and the interim MD. Work-product review. Substantive reference conversations.
05 FINALS	Weeks 13–16	Final two or three candidates meet with the full board, senior staff, and select community stakeholders. Structured presentation or scenario-based conversation. Consensus decision by the board with input from the Artistic Director.
06 OFFER & TRANSITION	Weeks 15–20	Offer negotiation, acceptance, start date. Comprehensive onboarding runway delivered. Overlap with the interim MD where timing allows. Complete handoff of the Living Organizational Document.

ROLE DESIGN

The permanent MD role is drafted from the actual scope of the current Managing Director's work, informed by what the Learn phase reveals. Elements defined include:

- **Core responsibilities.** Executive oversight of finance, operations, HR, fundraising infrastructure, government contracts, board relations, and facility management. Partnership structure with the Artistic Director. Reporting to the Board.
- **Compensation framework.** Base salary benchmarked against Bay Area nonprofit theatre peers and scaled appropriately to SFBATCO's current \$1.3M budget. Benefits, professional development allowance, and PTO structure. Defensible reasoning presented to the board.
- **Success parameters.** What success looks like at 90 days, at one year, at three years. Written before the hire so both board and candidate understand what is being agreed to.
- **Evaluation criteria.** The specific competencies, experience, and dispositions the search is looking for.
- **Growth trajectory.** The role's evolution as SFBATCO grows.

SOURCING STRATEGY

The search uses both public posting for breadth and equitable access, and direct outreach for candidate quality.

Public posting channels

- Theatre Communications Group (TCG) ArtSearch
- Theatre Bay Area job board
- LORT membership networks
- Bay Area nonprofit and arts leadership networks
- SFBATCO website and social channels

Direct sourcing targets

- Managing Directors and Deputy Directors at peer Bay Area theatre companies of similar or slightly larger scale
- Directors of Operations or Directors of Finance at larger theatre organizations who are ready for a Managing Director role
- Executive leaders at adjacent Bay Area cultural nonprofits with transferable operational expertise
- Alumni of nonprofit executive fellowship programs
- Rising leaders identified through professional networks and the board's and Artistic Director's own contacts

Diversity, equity, and inclusion in sourcing

SFBATCO's mission is grounded in centering artists of the global majority and building a Bay Area theatre landscape where cultural experiences are equitably represented. The search process reflects that mission. Active outreach through networks that reach candidates from underrepresented backgrounds is not an add-on to the sourcing strategy; it is core to how the

search is conducted. Specific channels include the Black Theatre Network, Latinx Theatre Commons, Consortium of Asian American Theaters and Artists, and Bay Area BIPOC arts leadership networks.

EVALUATION FRAMEWORK

Every candidate is evaluated against the same criteria, in the same sequence, using structured interview conversations and defined evaluation notes. This is not to make the process bureaucratic; it is to make it fair, comparable, and defensible.

Before interviews begin, the Search Committee reviews the evaluation criteria together and agrees on shared language for discussing candidates — keeping the conversation anchored to demonstrated competency and mission fit rather than unconscious affinity. The same questions are asked of every candidate in the same order, and evaluation notes are recorded before group discussion begins, so early impressions do not anchor the room.

Core evaluation dimensions

- **Financial and operational fluency.** Track record managing budgets, financial reporting, HR, and operational systems at similar or greater complexity than SFBATCO.
- **Nonprofit theatre context.** Understanding of nonprofit theatre operations, artistic partnership, board governance, and funder relationships.
- **Fundraising and development.** Direct experience with fundraising oversight, foundation relationships, individual giving cultivation, and government grant management.
- **Cultural competency and mission alignment.** Genuine alignment with SFBATCO's mission to center artists of the global majority. Demonstrated ability to lead in cross-cultural environments.
- **Partnership disposition.** Capacity to co-lead effectively with an Artistic Director in a shared leadership model.
- **Team leadership.** Track record of building, mentoring, and retaining high-functioning teams.
- **Bay Area context.** Familiarity with the Bay Area cultural landscape, or demonstrated capacity to build that context quickly.

Reference and work-product review

Reference conversations go beyond surface confirmation. References are asked structured questions about the candidate's actual performance, growth areas, and how they handle specific situations. Work-product review, including sample board reports, sample fundraising materials, and prior organizational documents, is part of the evaluation when relevant.

Candidate Experience

Every candidate who enters this process — whether they advance to the final round or are screened out in week one — is treated with transparency and respect. Candidates are told where they stand at each stage, given realistic timelines, and offered honest, constructive closure if they are not selected. A search is a two-way evaluation: candidates are also deciding whether SFBATCO is right for them, and how they are treated during the process is itself a signal of the organization's culture.

OFFER, TRANSITION & ONBOARDING

Once the selected candidate accepts the offer, the transition is designed to set them up for success — not to hand them keys and walk away.

The 30/60/90 day onboarding runway

A comprehensive onboarding plan is prepared before the permanent MD's start date. This includes:

- Introduction sequence to board members, senior staff, key funders, artistic partners, and community stakeholders
- The Living Organizational Document, complete and annotated
- Financial and operational orientation, including a full walkthrough of systems, contracts, and current initiatives
- Standing meeting cadences and governance structure documented
- First 30 days: relationship-building and orientation. First 60 days: initial ownership of key operational functions. First 90 days: full ownership with defined priorities

Overlap and handoff

Where timing allows, the Interim MD and permanent MD have a two-to-four-week overlap for direct handoff. Where timing does not allow overlap, a comprehensive written handoff document is prepared and the Interim MD remains available for advisory conversations for a defined period post-transition.

POST-TRANSITION CONTINUITY

The permanent Managing Director's success in the first year is the ultimate measure of the engagement's success. Post-transition advisory availability is offered — not to substitute for the permanent MD's leadership, but to serve as a resource for questions about institutional context, historical decisions, or findings from the Learn phase that surface as the permanent MD deepens their understanding of the organization.

The Living Organizational Document is the permanent version of that support. It stays with the organization and continues to serve as the operational memory of SFBATCO long after the engagement ends.

A NOTE ON WHAT HAPPENS AFTER

This engagement is designed to end. My aim is not to become the permanent Managing Director. My aim is to hand SFBATCO to a permanent MD who has been well-chosen and well-prepared, and to leave the organization in a stronger operational state than I found it.

If the search surfaces a permanent candidate before the interim window is complete, that person's arrival is the goal — not a disruption to my engagement.

Every deliverable, every document, every relationship built during this window belongs to SFBATCO. The Living Organizational Document, the drafted permanent MD job description, the compensation framework, the onboarding runway, the diagnostic notes from the Learn phase, the process improvements from the Strengthen phase — all of it remains with the organization at the end of the engagement, regardless of what the board decides about ongoing relationship.

If at any point during the engagement the board determines that a different arrangement would better serve SFBATCO, I will support the transition to that arrangement. The work belongs to the organization.

CLOSING

SFBATCO has spent twelve years building a body of artistic work that reflects the Bay Area authentically and centers artists of the global majority in service of cross-cultural dialogue. The organization's next chapter deserves an operational infrastructure that matches the ambition of the artistic one.

This engagement is offered as a service to an organization I have known since the beginning. I helped build the operational scaffolding during the founding years. I contributed to the visual identity work that carried the company into its early growth. What I bring to this transition is not just executive competency applied cold, but executive competency applied to an organization I have been in relationship with for more than a decade.

The interim window is a rare opportunity to strengthen what is already working and prepare a permanent leader for real success. If the shape of this partnership fits what SFBATCO actually needs at this moment, it would be an honor to serve.

— *Joseph Maddox*