



Nonprofit Consultants

EXECUTIVE TRANSITION CONSULTANTS

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**EXECUTIVE DIRECTOR  
EVERY CHILD, INC., PITTSBURGH, PA**

**PERFORMANCE PROFILE**

*Every Child, Inc. was created with the intent of supporting children and families in southwestern Pennsylvania with the best services regardless of their age, race, disability or special health care need. The organization and its employees believe that all children deserve the opportunity to grow up with a loving and lasting family. To that end, the agency serves birth, foster, and adoptive families and children with special needs. Every Child is seeking an Executive Director that can help strategically and sensitively transition that agency from their founder to their next stage of successful growth. Essential to success in this role is someone with a passion for this work, financial and fund development acumen, clinical background including outcomes measurement and quality improvement and strong management and external relations skills.*

**BACKGROUND**

Every Child, Inc. (Every Child) was founded in 1997 by Susan Davis with the mission *that decisions regarding a child's future should be timely, competent, and result in relationships that meet the holistic needs of the child. We believe that every child, no matter their age, race, culture, or seriousness of disability or medical condition, deserves the opportunity to grow up in a loving, lasting family.* Since the agency's founding, over 3,000 children have achieved a loving, lasting family. All of the services are provided free of charge to those in need. For their work, Every Child has received numerous awards, including the prestigious Goodwill Power of Work Award and ARC Allegheny's Organization of the Year.

The services provided by Every Child include, but are not limited to: Work with birth families emphasizing prevention, Family Preservation and Reunification, Family Based Mental Health, Family-Focused Solution-Based, Healthy Infants for Pregnant Teens and Women, Medically Related Wrap Around, Adoption, and Specialized Foster Family Care. Additionally, Every Child serves a rather unique niche of working collaboratively with the physical health system of care and families with special health care needs – including but not limited to hospitals, clinics, insurers.

The organization has an annual expense budget of approximately \$4 million, a committed staff of 75 (combined full and part time), a 15 person board of directors, and an office in the Village of Eastside in East Liberty.

Every Child is searching for a qualified individual to serve as the agency's next Executive Director. From an organizational life cycle perspective Every Child is a relatively mature agency. Its budget is stable and it has systems and policies in place that help it operate effectively. However, these systems need to be assessed to ensure that the agency is built for the future. The culture of the agency is family-friendly, and the work in the field is highly team-based. The agency is seeking a creative and strategic leader who can help it improve what it does, identify opportunities for the agency to do more, and help build its capacity to grow without sacrificing quality. Ideally this individual would also have experience with and sensitivity around founder transitions and organizational culture.

Additional information can be found by visiting <http://www.everychildinc.org>.

## POSITION OVERVIEW

The Executive Director functions as the agency's chief executive officer and is responsible to the Board of Directors for the overall management of the agency. Additionally, the Executive Director is responsible for the day-to-day operation of program services.

The Executive Director is responsible for overseeing the health, performance and day to day operations of the agency, as well as:

1. Directs and coordinates approved programs, projects and major activities of the staff. Provide staff support for the Board of Directors.
2. Develop policies and procedures in the administration of program services.
3. Generate program revenue.
4. Oversee the program implementation of all grants and contracts received.
5. Develop and maintain positive public relations with local agencies, community organizations, and county, state, and national personnel.
6. Participate in professional task forces and committees.
7. Prepare and deliver presentations to advocate for permanency planning for children at-risk or with developmental disabilities.
8. Participate in legislative advocacy on issues related to permanency planning for children at-risk or with developmental disabilities.
9. Advocate for Every Child on local, state, and national levels.
10. Attend and facilitate program staff meetings and retreats.

## PERFORMANCE OBJECTIVES

The candidate hired as the Executive Director will be expected to complete the following within 12-18 months leading the agency:

1. **Assess agency clinical operations.** Evaluate agency programs and establish quality control measures to ensure the highest quality services. Work with funders and partners to further Every Child's reputation as a choice provider.
2. **Internal Operations/Administration/Management – Non-Clinical.** Establish a clear chain of command that avoids duplication of efforts, ensures strong management, and fosters leadership at all levels of the agency. Grow and develop the capacity of the second tier leadership.
3. **Fiscal Management – Revenue and Expense.** Develop a more strategic system of fiscal management controls and reporting. Evaluate all of the programs and services with an eye towards unit costs analysis and revenue generation. Build realistic expectations and responsibilities among management at all levels related to revenue generation. Ensure that all staff are managing their departments and/or programs in a fiscally responsible, strategic manner.
4. **Development and fundraising.** Put a development plan in place to build much greater diversity in donor and corporate relationships. Establish long-term relationships with individual and corporate donors from diverse sources and have in place a strategic plan for continuing to foster these relationships. Focus efforts on external marketing, referral network development and fund raising for the agency.
5. **External relations and partnerships.** Continue to build external relationships -- particularly engaging relationships that build a development pipeline. Continue to foster relationships with Allegheny County and other providers that increase the agency's ability to serve clients better.

6. **Advocacy and public policy.** Build Every Child’s profile and voice in the public discussion of relevant child welfare issues -- through continued letters to the editor, articles, etc. Act as an informed conduit for explaining and informing our clients and families, as well as the public, on child welfare issues.
7. **Staff/personnel/human resources.** Enrich our track record of fostering leadership from the ground up, with a focus on staff development, continuing education opportunities, and an expectation of excellence. Empower managers to put staff development plans in place and develop opportunities for advancement within the agency.
8. **Board of Directors.** Increase the Board diversity, particularly with respect to active participants. Add at least five new board members, find a way to keep "retired" board members engaged, and have a process by which potential board members are identified and engaged.
9. **Lead and follow as needed.**

## KNOWLEDGE, SKILLS AND ABILITIES

The ideal candidate has a blend of the following:

- An undergraduate and graduate degree is required. Preference will be given to those applicants with educational backgrounds in Social Work, Education, Public Policy, Counseling, or a related field.
- A demonstrated passion for working with families and children with disabilities, or children at-risk.
- Prior demonstrated experience with staff supervision, fund raising, public relations, and working in a multi-systems environment, and developmental disabilities.
- Prior demonstrated successful senior management of an organization similar in size, scope and scale.
- The demonstrated ability to both creatively plan for the future, as well as keep a disciplined eye on the purpose and mission of the agency. Possesses the strategic agility to anticipate trends and issues.
- An inspirational, organized and multi-tasking leader with the ability to motivate staff, board and other key constituents to do their best and support Every Child.
- Demonstrated ability to establish priorities and communicate those to others.
- A passion for early childhood issues, and a dedication to the theme of “Family” for all children.
- A compassionate and empowering leader who grows and develops staff to be their best.

## COMPENSATION

This position has an attractive starting salary in the \$80K range plus a benefits package that is consistent with other agencies of similar size, scope and mission.

## TO APPLY

Individuals wishing to speak discretely about this opportunity may contact Todd Owens, Principal, Dewey & Kaye at 412.434.1335 or [towens@deweykaye.com](mailto:towens@deweykaye.com). Qualified individuals may apply confidentially by submitting resume, cover letter and compensation requirements as MS Word attachments to: [resumes@deweykaye.com](mailto:resumes@deweykaye.com). Please reference the following in the subject line of your email: **Every Child, Executive Director (#139-MH687)**.

**Candidates must submit materials no later than Monday, August 31, 2009. If you do not receive an email confirmation of your submission within 3 business days, please call Dawn Kopp at 412-434-1335. Please direct all inquiries related to this position to Dewey & Kaye.**

*Every Child, Inc. is an equal opportunity employer.*