



Family Service of Roanoke Valley

Strengthen Families. Heal Trauma. Restore Hope.

Position Specifications

President and Chief Executive Officer

February 2019

Mission and Overview of Family Service of Roanoke Valley

The Organization

Family Service of Roanoke Valley is a private, not-for-profit organization that has provided critical human services to Valley residents since 1901. It is the oldest local human services agency in Roanoke. Organized around its mission *to transform lives by healing trauma and restoring hope*, Family Service today provides a wide range of professional services with a special emphasis on services to families, children and older adults.

Family Service receives program funding support from local governments, several Virginia State agencies, the Federal Department of Health and Human Services (Adolescent Pregnancy Prevention Services), and the United Way of Roanoke Valley. The agency collects fees for service from Medicare, Medicaid and private health insurance, where applicable, and offers services to the uninsured with fees based on a sliding fee scale according to income, with the goal of making services accessible to all. The agency's revenue mix is approximately:

- Public grants and contracts - 48%
- Fees for Service - 32%
- Private grants and contributions - 9%
- Special events and misc. - 8%
- United Way - 3%

Family Service has 31 full-time and 8 part-time staff members, and also uses volunteers. Its operating budget for 2018-2019 is \$2,345,055. It receives an independent audit annually. It serves over 2,100 local families a year. Services are offered in and out of the office to a diverse client population by a multi-disciplinary staff. Family Service is an equal employment opportunity employer.

The agency is nationally accredited by the Council on Accreditation (www.coanet.org). It is licensed by the Virginia Department of Behavioral Health & Developmental Services (www.dbhds.virginia.gov) as a Mental Health Provider, and by the Virginia Department of Aging and Rehabilitation (www.vadars.org) as a Public Guardianship Program. Family Service is a member agency of the Alliance for Strong Families and Communities (www.alliance1.org).

Mission

The mission of Family Service of Roanoke Valley is to transform lives by healing trauma and restoring hope for families and individuals of all ages through mental health counseling, case management and life skills education.

Vision

A community invested in health and well-being, recognizing inherent strengths and respecting the honor and dignity of all.

Core Values

We recognize inherent strengths in every individual and assume positive intent in every interaction. We value:

- professional and ethical behavior.
- consistent, purposeful communication to promote engagement.
- creativity and innovation.
- quality in our program services and our interactions with the community.
- diversity and cultural sensitivity.
- being a part of a caring community.

Strategic Positioning Statement: Engage 2020

Business Model Statement

Family Service serves the greater Roanoke Valley region through counseling, case management and life skills education available regardless of age or ability to pay. We provide accessible and holistic services to strengthen families, heal trauma and restore hope. People in our community are able to access services thanks to investments by state and federal agencies, United Way of Roanoke Valley, fees for direct service, and the generous support of corporate, faith-based, foundation, and individual donors.

To fulfill our mission and shape our vision, we will...

Strengthen the people and culture of Family Service of Roanoke Valley by:

- 1) Developing and implementing a comprehensive Communications Plan.
- 2) Conceptualizing, launching, and promoting the Family Service Training Institute.
- 3) Building, promoting, and stewarding a Culture of Engagement.

Reinforce the programs and impact of Family Service of Roanoke Valley by:

- 1) Developing and conducting a Program Audit as a part of the Matrix Map.
- 2) Analyzing and improving methods of service delivery for target population.
- 3) Exploring unmet needs of the Roanoke Valley.

Guarantee the vitality of Family Service of Roanoke Valley by:

- 1) Developing and conducting a Financial Review as a part of the Matrix Map.
- 2) Exploring methods to improve overall client experience and outcomes.
- 3) Leading community conversations around and exploring opportunities for collaboration, shared services, and other partnerships.

Current Programs

Current Family Service programs and services are described in the agency's website and can be accessed here: <https://fsrv.org>. The primary programs include Outpatient and Community-Based Counseling, Guardianship, Case Management Services, and Life Skills Education for youth and adults.

Partnerships

We have a rich history of partnerships and collaborations in the community to advance our mission and achieve community wide outcomes. The agency has active partnerships with public and private organizations in the areas of mental health, schools and after school programs, and older adult case management. The agency participates in several community advisory committees.

Governance

Family Service is governed by a volunteer Board of Directors, which may include up to 24 members. Board members tend to be leaders in the community and are expected to serve with diligence and dedication. Board members serve a maximum of two 3-year terms.

The Community

Situated in the heart Blue Ridge Mountains, the vibrant Roanoke Valley is the cultural and business hub of Southwest Virginia. The greater Roanoke region has become not only the business center for Western Virginia but also a thriving medical hub. Please see the following links to learn more about our region:

<https://www.politico.com/magazine/story/2016/09/roanoke-virginia-redevelopment-what-works-214247>

<http://www.roanokechamber.org>

<https://www.roanoke.org>

<https://www.visitroanokeva.com>

www.roanokeoutside.com

Opportunity and Summary

Sharon Jarrett Thacker, the current President and Chief Executive Officer, has recently announced her intent to retire in June 2019. Ms. Thacker has effectively led the organization since her hiring in June 2012. She restructured programs and services, and built positive relationships within the community for a sustainable future. Family Service now seeks a new leader.

Reporting to a volunteer Board of Directors, the CEO will provide ethical leadership to advance the mission of Family Service. The CEO will serve as a tireless advocate for Family Service and will inspire others to support the goals and vision of the organization. This is a high profile, high energy position requiring a dynamic individual who is comfortable working with a wide variety of constituencies, interests and diverse communities.

The Position

The President and CEO (hereinafter the “CEO”) serves as the leader of a multidisciplinary management team, providing strategic and managerial guidance to sustain and strengthen Family Service’s operations. The CEO inspires the vision and direction of the organization to address the needs of the individuals, families and clients served. Reporting to the CEO is the Family Service

Leadership Team which currently consists of: Chief Finance Officer, Chief Development Officer and three program directors.

The ideal candidate will exhibit a passion for service to the community as demonstrated by a career-long dedication to improving the human condition. Exceptional communication skills are a must. A track record of successfully collaborating with key stakeholders in the community is required. We seek an accomplished and compassionate executive whose leadership and management track record in growing and leading organizations is highlighted by successful relationships with diverse constituencies. A demonstrated innovator and change-leader with regard to brand relevance in community, technology and program development is a plus.

It would be most helpful if the candidate has prior experience managing health-related initiatives. Experience in the mental health arena is also a plus. A desire to demonstrate advocacy with local and state legislators is important.

This individual will have at least 8 years of senior leadership of a complex organization in a non-profit sector. We seek a leader with strong decision making skills gained from experience he/she has had leading and managing positive organizational change. Leading and empowering a professional staff are necessary skills. The successful candidate will encourage a collaborative and fair culture and communicate regularly and openly with the Family Service Board and staff. He/she will possess outstanding communication and interpersonal skills, including strong delegation, listening, organization and problem solving skills.

Firsthand experience in fundraising in a non-profit, business or civic organization is highly desirable in addition to having served in a voluntary, leadership capacity on local/regional, state or national non-profit governing bodies. He/she will bring an understanding of business principles that can be applied to non-profit organizations in order to produce growth, momentum and positive results.

Essential Responsibilities

Leadership

- Provide practical, visionary leadership to ensure the successful overall function of the agency.
- Establish and maintain a highly motivating and collaborative culture focused on a shared vision for the organization.
- Monitor agency's effectiveness and make recommendations to the board for ongoing and responsive organizational adjustments.

Administrative and Fiscal

- Effectively work with staff to implement the strategic plan. Provide oversight and direction for all health and safety rules and regulations, ensure appropriate employee training to increase staff skills, knowledge and address regulatory requirements, recognize and build on the cultural diversity of our clients and co-workers.
- Ensure strong fiscal health of the agency by developing and implementing a budget within approved guidelines and assuring availability of resources to support programmatic needs.

- Demonstrate strong, positive knowledge in the area of human resources.
- Serve as agent of the board in negotiating and executing agreements.

Community Relations

- Represent Family Service as an ambassador by promoting and supporting positive public perceptions of services provided by the organization.
- Guide the organization's participation in community partnerships and collaborations.
- Assure the organization and its mission, programs and services are consistently presented in a strong, positive image to relevant stakeholders.
- Maintain an appropriate relationship with key local, state and national groups.

Program Development and Oversight

- Provide oversight of funding needs to support programs.
- Ensure efficiency, quality and cost effective management of resources. Provide oversight for quality improvement initiatives.
- Evaluate services provided in relation to agreed upon goals and objectives.
- Develop and implement services that meet community needs.

Compliance

- Ensure compliance with all regulatory and compliance requirements including but not limited to: HIPAA Privacy and Security Regulations, Medicaid Conditions of Participation, state licensure regulations and accreditation standards.

Goals and Objectives - Measures of Success

The following represents accomplishments expected of the new President and Chief Executive Officer in his/her first 18 months in the position:

- Develop positive, working relationships with staff, community partners, donors and other community stakeholders that underpin the success of Family Service.
- Develop a strong understanding of Family Service's current strengths and challenges in the areas of relationships, programs, systems and finances.
- Work with the staff and board to shape Family Service's new strategic goals, adding to the previous strategic initiatives and developing related implementation plans.
- Ensure regulatory readiness in the areas of accreditation, certifications, etc.
- Continue to develop the Board of Directors through education and board development.

Candidate Qualifications

The following are the education, experience and personal qualifications of the ideal candidate (please see also the description of the Position above).

Education

- A bachelor's degree is required. A graduate degree from an accredited school in the areas of business, non-profit management, health or business administration or a related field is preferred.

Experience

- Minimum of 8 years of financial and operational management success within a non-profit, service-based organization, managing a budget of at least \$1 million or more and employing at least 20 employees.
- Proven business skills including strategic planning, team development, and financial management skills. A professional with experience in improving organizational performance is ideal.
- Prior development/fundraising experience preferred.

Personal Characteristics

- Self-motivated with strong interpersonal skills. A fair and disciplined leader.
- A person of high integrity and unquestioned ethics in all of his/her business and personal activities.
- A person committed to excellence in all areas.
- A strategic visionary leader.
- Excellent communication skills (personal, written, oral).

Procedure for Candidacy

Interested and qualified persons should send a vitae/resume, and cover letter detailing your qualifications and salary expectations, by email to: SearchCommittee@fsvr.org

Application Deadline – March 1, 2019