



Position Profile

Executive Director

Lorain County Children Services

Elyria, Ohio

The Organization:

Lorain County has a 100+ year heritage of serving the needs of abused/dependent/neglected children. Lorain County Children Services is today a public children services agency whose leadership and staff work with other area agencies and organizations in dealing with issues of child abuse and neglect along with foster care and adoption. LCCS serves over 7,000 children and over 4,000 families annually. The organization has 132 employees and an \$18M annual budget, over half of which is generated through a Lorain County property tax levy. The agency's 5-member Board of Trustees is appointed by the Lorain County Commissioners.

LCCS's mission states: In partnership with the community, the staff, foster parents and volunteers of Lorain County Children Services are committed to the safety and well-being of abused, neglected, and dependent children and will provide the highest quality protection, permanency, and prevention services for children and families.

This is an exciting time for LCCS and the Board; executive leadership and staff are ready to conquer new challenges and overcome obstacles to help provide protective services to abused/neglected children. More information about Lorain County Children Services can be found on the agency's website: www.childservices.org

LCCS's seasoned Executive Director recently retired after 5 years at the agency and 32 years overall in the field. The Board has now begun the process of recruiting a permanent Executive Director through an executive search conducted by WAVERLY PARTNERS.

The Position:

Location:

The position is based at Lorain County Children Services' main office located at 226 Middle Avenue, Elyria, Ohio 44035; telephone (440) 329-5340.

Reporting Relationships:

The Executive Director reports to a 5-member Board of Trustees who are appointed by the County Commissioners. This executive leads the efforts of the senior leadership team including the Deputy Executive Director, Director of Fiscal Affairs, two Managers of Direct Service, and the Managers of Continuous Quality Assurance, Public Relations, and Human Resources; a total staff of 132 employees, over 75% of whom are represented by the International Union, and United Automobile, Aerospace and Agricultural Workers.

Other important relationships include: representatives of government and social services agencies in Lorain County including Juvenile Court, law enforcement, educational institutions, Board of Mental Health, Board of Developmental Disabilities, ADAS Board, community leaders from business, healthcare and other nonprofit organizations; State of Ohio agencies such as Department of Job and Family Services; Council on Accreditation; outside public relations advisors, vendors and legal consultants.



Position Profile
Executive Director ~ Lorain County Children Services

Position Charter:

The Executive Director assures the effective leadership and administration of LCCS's programs and services, supports the agency's mission and Board obligations and serves the community by providing for the safety and well-being of abused, neglected, and dependent children. This person will also assure that goals and objectives are met in accordance with organizational policies and procedures, State and Federal mandates and objectives.

In addition, the Executive Director develops, implements, and supports the execution of LCCS's strategic and business plans, identifies and obtains required funding, establishes and develops agency personnel and culture, and represents the organization to all stakeholders

Major Duties and Responsibilities:

- Develop and direct the strategic planning processes, maintaining an awareness of changing community needs, new developments in children's services and available resources.
- Oversee agency programs and operations to assure optimum efficiency and effectiveness of services, including providing assistance to the Board with policy development and implementation of Board policy, as well as management and oversight of organizational committees, joint venture, or collaborative efforts.
- Develop effective organizational structure and procedures to assure organizational goals are achieved in accordance with regulatory guidelines.
- Develop and manage the agency's Board approved operating budget in accordance with Board policy. Prepare appropriate fiscal forecasting and reporting. Develop financial performance measures and monitor performance. Authorize Board approved expenditures and requests approval for transfers of allocated funds. Support adequate agency funding by researching and identifying potential sources of income.
- Develop, recommend and implement new programs and expansion projects assuring effective system design and internal control. Evaluate program efficiencies and reports performance results to the Board.
- Maintain capable staff by recruiting, selecting, orienting and training employees. Assure that procedures are in place to promote and protect the safety and well-being of agency employees and volunteers, while performing their job responsibilities. Negotiate and oversee the administration of union contracts.
- Support staff performance results by coaching, counseling, and disciplining employees, by planning objectives, and by monitoring and appraising performance results.
- Assure agency compliance with all applicable regulatory and legal requirements and the requirements of the Council on Accreditation.
- Represent LCCS in the community. Develop and maintain effective relationships with county, state and federal regulatory agencies; other social service agencies and the community. Promote and maintain a positive agency image by attending and/or participating in various social and civic functions, and by making personal visits, assuring an understanding in the community of agency and program services. Serve as the primary spokesperson for LCCS.
- Maintain current professional and technical knowledge by attending educational workshops, public policy forums, reviewing professional publications participating in PCSAO, CWLA and other regional, state and national organizations involved in the protection and well-being of children, and by maintaining productive professional networks.
- Attend or is represented by a designee at all agency advisory and policy development meetings with the possible exception of those held for the purpose of reviewing the Executive Director's performance, status or compensation.
- Other duties as assigned by the LCCS Board of Trustees.



Position Profile
Executive Director ~ Lorain County Children Services

Compensation:

The Executive Director is expected to earn an attractive compensation package; appropriate benefits and some relocation assistance will be provided.

The Candidate:

Education:

A Bachelors degree and an advanced degree in Social Work, Business Administration, Public Administration, Nonprofit Management, Law or related field are required. Social work licensure is strongly preferred.

Professional Qualifications:

The ideal candidate is currently serving as the top executive of a successful comparably sized public children services agency with a focus on best practices in child welfare and strong community relations. Experience in a community with urban, rural and suburban environments and diverse population is desired. Alternative experience could include experience as the top executive in a smaller sized public children services agency; experience as a senior executive in a larger organization; a key leadership position in a related private social service nonprofit organization; experience in a related state, county or municipal agency. This person should have at least 10 years of supervisory experience, including a minimum of five years at a senior management level.

Preferred Knowledge, Skills, Abilities and Attributes:

- **Administration:** strong background in administrative leadership of a complex organization possessing at least 8+ years of upper management experience.
- **Children services agency background:** knowledge and understanding of rules, regulations, functions, procedures, and policies governing the operations of children services agencies like LCCS.
- **Commitment to mission:** demonstrated understanding of issues facing abused and neglected children and adolescents.
- **Fiscal management:** experience developing, managing, and dealing with budgets over \$10 million.
- **Management:** has managed and motivated strong staff members; team-oriented management style.
- **Labor relations:** management experience in a unionized work environment; experience with labor negotiations.
- **Planning:** has worked with staff and Board to develop and implement successful tactical and strategic plans.
- **Board relationships:** significant involvement with governance issues and Board of Trustees interactions; Board development and training experience.
- **Levy funding:** experience with successful local or county levy campaigns.
- **Diversity:** experience working with diverse groups; promotes diversity programmatically.
- **External relationships:** developed effective relationships with other community “players” including local, state and federal officials, nonprofit organizations, educators, churches, government and other provider organizations; plays an active role in other community-based organizations.
- **Media relations:** experienced as an organizational spokesperson; has interacted with members of print and broadcast media.
- **Technology:** computer literate and familiar with Microsoft suite of programs; awareness of social media.

Desired personal traits:

- **Leadership:** possesses breadth, presence, vision; has ability to manage and motivate others.
- **Integrity:** personally possesses the highest ethical and moral standards.



Position Profile
Executive Director ~ Lorain County Children Services

- **Goals and vision:** results orientation combined with ability to see beyond daily operations toward strategic goals and ideas.
- **Communication:** can effectively communicate both up and down the organization and to external audiences; excellent verbal and written communication skills and presentation skills; active listener.
- **Collaborative:** demonstrates a willingness and ability to work with and through others; able to forge effective working relationships with various parties.
- **Interpersonal skills:** personable; can relate to people of diverse social, economic and cultural backgrounds.
- **Analytical:** able to evaluate issues and problems, seeks out root causes and develops solutions.
- **Mission:** passionate about child welfare; able to embrace and champion LCCS' mission.
- **Team player:** management style which supports and encourages the efforts of staff; takes a team approach in working with others.
- **Organizational skills:** results oriented; meets established goals and objectives.
- **Change agent:** anticipates, facilitates and manages change.
- **Executive presence:** professional demeanor and style.
- **Self-starter:** displays a passion for “getting the job done”; strong personal work ethic with a “roll up the sleeves” attitude.
- **Visibility:** highly visible to staff and key stakeholders; active in the community.
- **Entrepreneurial:** takes initiative; a proactive person who demonstrates leading edge thinking.
- **Original thinker:** creative; open to evaluating and trying new ideas.
- **Decision making process:** demonstrates good judgment and firmness in decision-making; carefully assesses facts of a situation and weighs alternatives but is decisive.
- **Multitask/focus:** able to manage and carry out multiple and complex assignments often with very short time frames.
- **Credible:** able to build confidence with and command respect from staff, Board members and community representatives; strong sense of self and knowledge of strengths and weaknesses.
- **Persuasive:** able to synthesize various viewpoints and mobilize internal and external support for objectives and plans.
- **Negotiation:** able to effectively negotiate and seek “win-win” solutions to issues and conflicts.
- **Disposition:** demonstrates balance in his/her life; gracious; able to maintain a sense of humor.

Challenges and Opportunity:

The projected first year accomplishments for the new Executive Director of LCCS include:

- “Hit the ground running” in this leadership role and keep pace with ongoing matters and the daily demands of the position. This includes developing effective working relationships with all key stakeholders including but not limited to: managers and staff; clients served; community leaders; local, state and federal elected officials and their staffs; outside advisors and funders including governmental entities; UNION leadership; other related organizations in the Lorain County community and Northern Ohio region; members of the media.
- In concert with the Board and staff, continue implementation of a three strategic plan (2018-2020) for the organization.
- Work with managers, staff, community leaders in the development of and successful passage of the agency's 2020 levy campaign.
- Guide the Agency through the successful implementation of EDMS with mobile devices in the field powered by Traverse software which will allow the staff to have access to real time case information, supervisory access and uploading directly into state database.



Position Profile
Executive Director ~ Lorain County Children Services

The Executive Director position of LCCS is an outstanding opportunity for an executive committed to helping children and adolescents and their families by leading a highly valued organization. LCCS has a solid reputation for success in the County and the State. In addition, Lorain County residents, community leaders and elected officials have had a long heritage of supporting social service organizations and the County has high standards of care for its children. A dedicated and enthusiastic leader would have significant support among the Board, staff, community and local leadership to assure LCCS' path and future in today's challenging social services field.

Lorain County and the Northern Ohio Region

Elyria is a community of 65,000 and the largest city in rapidly-growing Lorain County. The County has a population of approximately 300,000 and is located 25 miles west of Cleveland, Ohio. Lorain County and Northeastern Ohio include residents from diverse ethnic backgrounds and maintain a solid economy with a mix of service, healthcare, and manufacturing businesses. Arts and culture include galleries, community festivals, restaurants, orchestra, art museums and thriving theatre. On the shores of Lake Erie, Lorain County is also home to beautiful parks and a myriad of recreational opportunities. Educational organizations include outstanding public and private school systems, community colleges and a number of public and private institutions of higher learning. Professional and collegiate athletics include major league football, baseball, basketball, indoor football, minor league hockey and collegiate Division I, II and III sports programs.

Other information about the communities and the overall quality of life in Lorain County and Northeastern Ohio can be found on the following websites:

- Lorain County.com community exchange: www.loraincounty.com
- Pulse Magazine: www.pulselorainmag.com
- Northeast Ohio: www.neoisgreat.com

Contact

We fully respect the need for confidentiality of information supplied by interested parties; however, prospective candidates should be aware that any applications or resumes submitted for this opportunity are subject to the Ohio Public Records Act and may be disclosed. Reference contacts will not be made until mutual interest has been established. The client organization we represent and WAVERLY PARTNERS firmly support the principle and philosophy of equal opportunity for all individuals, regardless of race, religion, sex, age, national origin or disability.

Interested candidates should contact either consultant at WAVERLY PARTNERS, the executive search firm retained by the Lorain County Children Services Board on this search, or email: LCCS@Waverly-Partners.com

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Position Profile
Executive Director ~ Lorain County Children Services
