

Position Description

CEO

Martha's Vineyard Community Services

The Organization

Every day we commit our unique experience, expertise and compassion to help our entire community be vibrant, strong and healthy.

Martha's Vineyard Community Services (MVCS) is nearing its 60th Anniversary, having grown from a small, voluntary community mental health clinic to comprehensive social services organization. One in three Islanders comes to us every year for mental health services, substance abuse services, early childhood programs, domestic and sexual violence services and other programs. For some, these connected services assure that multiple needs can be addressed without complex navigation. Our work impacts children, teens, parents, seniors, and all who call the Island home year-round or part-time. Since 1961, we have been here for our neighbors when they need us, regardless of ability to pay.

Martha's Vineyard is an island community renowned for its natural beauty and noteworthy visitors. Fewer of us recognize that the Island is a place to set roots, build a family, educate children, work, and grow old. Islanders weather the disruptions of a seasonal economy, high cost of housing, and the reality that travel to and from the mainland depends on ferry or air-travel. In sum, it is fertile soil for generosity, diversity, and lasting friendships.

The organization has grown significantly, including a 75% increase in budget in the last 7 years. With an annual budget of \$9.3M, a staff of 125 and almost 100 volunteers, MVCS is the largest service agency on the Island, and a trusted member of this community.

In 2018, MVCS launched a \$24M capital campaign to completely revamp its main campus and increase its healthy endowment to sustain expanded facilities and new programs. We are nearly one-third of the way to our goal. Groundbreaking for the new \$7.2M Early Education and Care Center is scheduled for April 2020.

More information on MVCS can be found at: www.mvcommunityservices.org

Current Circumstances

This transition comes at a favorable inflection point for MVCS. Retiring CEO Juliette Fay has been a transformational leader in her 7-year tenure. She has attracted a strong and accomplished staff. She has grown the organization through innovative

programming, skilled engagement with Island towns and with leaders in social services, government and philanthropy at every level. She has elevated the credibility of the organization and brought vital services to an expanding population in need. Growth and coalition-building have been the overriding goals, both to serve increasing demands and to pursue economies of scale. The board and staff have embraced this entrepreneurial strategy and community development initiatives, while ensuring steady, positive financial stability. Careful management of finances in a tight funding environment has necessitated a lean staffing pattern and stretched resources for technology and staff development.

As we prepare for the next generation of leadership, we believe the best way forward can be achieved in three key and potentially overlapping steps to consolidate our exemplary gains, thoughtfully plan and secure a comprehensive network of health and social services for the Island and complete the fundraising and building initiatives of our Capital Campaign.

- We need to enhance our organizational capacity, with select, strategic hires or promotions and with enhanced systems for management, finance, administration and performance improvement. We believe there are untapped opportunities for service improvement and additional revenues to be realized through a considered investment in how we do our work. Our staff is hungry for professional growth. The board is resolved to support and contribute to this initiative.
- As the largest and most comprehensive social services agency on the Island, we see the need and opportunity to continue to develop a more comprehensive system of care and service. We believe this growth will spring from our greater capacity as an organization and from a strategic collaboration between the CEO and board. The board is well prepared to forge that relationship.
- MVCS is in the early stages of a \$24m capital campaign. We have made excellent progress in the first stage of this campaign, with engaged and connected board leaders ready to collaborate with the new CEO.

Candidates who demonstrate the skills, values and necessary experience will be welcomed into a frank, informed and mutual dialogue on these topics, that will form the basis of a strong partnership between the board and new CEO.

ROLE AND RESPONSIBILITY

Reporting to the Board of Directors, the CEO will have overall responsibility for the planning, implementation, administration and management of all agency programs, services and systems. S/he will serve as an advisor to the Board on all agency matters and can expect the active involvement and support of its members.

The CEO will be expected to work with the Board, staff, funders, policy makers and many stakeholders to enhance and continue the strategic evolution of MVCS. S/he will be the spokesperson for the organization in a wide and highly visible range of situations,

providing confidence-inspiring leadership, mobilizing broad based support and identifying and acting on opportunities for the growth and funding of the agency's mission.

With the support of the senior management team, the CEO is accountable for the fiscal health and management of the agency. S/he oversees MVCS's operating and capital budgets and maintains fiscal control over expenditures. S/he provides leadership in identifying sources of public and private support for its operations and capital development, actively meeting with potential donors and growing an expanded and robust network of supporters.

The CEO must be vigilant in sustaining MVCS's commitment to team building and must be attentive to internal management within the organization, assuring that all parts of the organization are working toward the same goals. The CEO must provide both creative leadership and ensure effective management as MVCS intensifies its focus on best practice models of prevention, advocacy and efficient delivery of services, and must act with confidence, knowledge and wisdom on behalf of vulnerable children and families.

QUALIFICATIONS

The CEO must be a leader with extraordinary vision, who is able to realize that vision through a rich interaction with the Board, staff, policy makers and those the agency serves. This person must have values that are consistent with a culture that is based upon respect, connectedness, entrepreneurship, high ethical standards, and must have a proven ability to encourage teamwork and collaboration among many individuals and organizations.

We seek a CEO who is accomplished in fund raising, community engagement and government relations, with the values and the leadership skills needed to develop and empower a managerial team to strengthen the organization and prepare it for growth.

This person must be a strategic thinker who understands the governmental and philanthropic environment in which we operate. The CEO must also have the integrity and humility needed to gain respect in an island community that is both close knit and diverse in its needs and expectations.

While maintaining excellent relationships with government and traditional supporters, the CEO must also expand MVCS's connection and influence with major donors, foundations, academic and research institutions and the business community. Integrity, strong written and oral communication skills and a passion for this important work are fundamental requirements.

The CEO must have a sophisticated understanding of the social, education and health care issues facing contemporary society and the evolution of evidence-based practice. The ideal candidate will have experience working with local, state and national government

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agencies, and policymaking and grant making systems, as well as with the leaders in each of these fields.

Experience and skills in the management of a large complex agency, and in the effective oversight of finance, human resources, operations and systems, will be key.

A minimum of ten years' experience in a senior leadership role is required. An advanced degree in social services, law, public policy, business or a related field is preferred.

COMPENSATION

Salary and benefits for this position are competitive. MVCS is an Equal Opportunity Employer and is committed to a diverse workplace. All applicants will be evaluated on a merit basis.

Resumes may be submitted in confidence to:

Ford Webb Associates
60 Thoreau Street
Concord, MA 01741

Or

Email to mvcs@fordwebb.com