



Washington Association for Children & Families Executive Director Position Profile

Reports to: Executive Board

Location: Washington State (The organization is statewide, but it is possible for the Executive Director to work from any part of the state.)

Website: <http://www.wachildrenandfamilies.org/>

About the Washington Association of Children & Families

The Washington Association for Children & Families (WACF) is a growing association of large and small providers working toward a safer and improved future for the children, youth, and families in Washington State.

WACF's primary mission is to bring together and support—in a durable and vibrant alliance—organizations and individuals that deliver services to children and families in Washington State who are involved in, or at risk of involvement with, the child welfare system.

Together, WACF promotes safety, permanency, and well-being for children and families. WACF informs and engages its members and partners through trainings and discussion forums, and advocates on behalf of its member agencies to improve the lives of children and families. WACF has an IRS federal tax exemption ruling as a 501(c)(4) entity.

WACF believes in the following values:

- **PEOPLE FIRST.** We believe that honoring and understanding people, and striving for their best interests, will result in healthy outcomes.
- **TEAMWORK.** We believe we are stronger together and can help others better when we work together.
- **CONTINUOUS IMPROVEMENT.** We believe in constantly improving our work. This will result in better outcomes for children and families in our child welfare system, and better results for our agencies.
- **TRANSPARENCY.** We believe openness and honesty breeds great teamwork and better collective results.

Since 2012, WACF has been led by its members—volunteers who work to ensure WACF moves forward the legislative and administrative policy priorities of its members, and who support a robust learning community among members.

WACF currently has 36 members and is composed of three divisions including:

- The Child Placing Agency Division, which is composed of member agencies that are interested in preserving, promoting, and improving Child Placing Agencies or organizations providing foster care services.



- The Intensive Services Division, which is composed of member agencies that are interested in preserving, promoting, and improving Behavioral Rehabilitation Services, Crisis Residential Centers, HOPE beds, Regional Assessment Centers, and other services designed to serve children, youth, and their families with multidimensional and complex needs.
- The Family Preservation and Support Services Division, which is composed of member agencies that provide in-home and community-based services to families, with the goal of stabilizing families to prevent children from entering more intensive services, including out-of-home care.

Through philanthropic support, WACF is in a unique position to transition from an all-volunteer operation to a professionally staffed entity.

The Opportunity: Executive Director

WACF seeks to hire its first Executive Director (ED). This is an exciting opportunity for a visionary, entrepreneurial, mission-driven, and experienced leader who has nonprofit and/or government experience and business savvy. The ED will work with the Executive Board and the general membership to ensure the association is well-managed and accountable to its membership.

Under the leadership of the ED, WACF's proposed services would include:

- Statewide child welfare provider advocacy (representation to legislators and state agency and executive officials, including year-round, full-time state budget and policy advocacy and lobbying)
- Membership communications (budget and policy alerts, pertinent industry research and practice information, notices of opportunities, calls to action)
- Membership recruitment, learning, and mutual support (welcome more agencies to WACF, build community of practice through trainings and convenings designed to support member professionals)
- Special services (market research, marketing outreach to prospective foster families, foster home recruitment, and later, as needed, custom collaborative training resources to agencies' clients)

Reporting & Authority

The ED reports to the WACF Executive Board, and is responsible for the day-to-day management of the organization, which includes leadership, strategic planning, fundraising, Executive Board relations, and partner and community relations. The ED is responsible for the consistent achievement of WACF's mission, advocacy agenda, and membership growth goals. The ED is an active, knowledgeable, enthusiastic, and visible champion for WACF's members, and thereby, Washington's children and families. The ED will be responsible for all future employee and contractor selection, reporting, and employee development.



Working Relationships

The successful ED will have demonstrated experience working to startup or expand coalitions or member associations. The ED will be confident in their ability to work with existing members, while also expanding the general membership body to ensure WACF has a diverse and inclusive footprint and is financially sustainable.

The ED will have strong advocacy experience and experience working with the Legislature, Executive branch, statewide associations and coalitions, and knowledge of child welfare services, including but not limited to, out-of-home care, family-based services, and intensive services (including mental health services).

The ED is expected to interact with the following entities, and others, on a regular basis.

- Department of Children, Youth, and Families (DCYF)
- Department of Social and Health Services Children's Administration (merging with DCYF 7/1/18)
- Governor's Office
- Members of the Legislature
- Child Welfare Advocacy Coalition
- Advocates for Children, Youth, and Families
- Washington Coalition for Homeless Youth Advocacy
- Other relevant state and national coalitions and field-related member associations that may inform WACF's work

Collaboration and a professional public presence are essential for WACF's ED.

Minimum Qualifications

The successful WACF Executive Director has:

- Seven-plus years of progressively more responsible senior leadership experience in nonprofit, government, or related field
- Experience building or expanding member coalitions/associations, and experience managing complex relationships among and between partner agencies, allies, and external partners
- A background in the child welfare (or related) field, preferably that experience has been in Washington State
- Demonstrated success in building high-performing teams, supporting volunteer boards of directors, and building community partnerships
- Strong written, verbal, and listening skills
- Fundraising skills and a high level of financial and business acumen
- A commitment to racial equity in policy and practice
- The ability and willingness to travel around Washington State to engage with prospective WACF members and advocate for WACF in Olympia
- Existing relationships with members of the Washington State Legislature and Executive branch are a plus
- Bachelor's degree minimum (an advanced degree is a plus)



Performance Objectives

The ED is expected to guide the successful implementation of the organization's strategic plan and recommend timelines and resources needed to achieve the strategic goals.

WACF Development

- Startup entity, including building a budget
- Work with the Executive Board to identify expansion priorities
- Establish new dues model (if not already implemented by WACF)
- Steward existing members through leadership and dues transition
- Recruit new WACF members to ensure the membership is diverse and inclusive—geographically and in delivery of services—so that WACF's footprint is robust and the organization and is financially sustainable
- Build and maintain effective working relationships with WACF members, policy makers, colleagues, the media, funders, community members, and public officials
- Vet and hire professional services and contractors, as needed
- Develop a job description for the WACF Policy/Advocacy Director in collaboration with the WACF Executive Board, and work with the Board to develop a timeline for hiring the Policy/Advocacy Director
- Hire and, subsequently, supervise the Policy/Advocacy Director
- Lead member communications
- Maintain a working knowledge of and participate in all WACF Executive Board and general WACF meetings
- Implement WACF policies and directives

Advocacy:

- Provide year-round statewide budget and policy advocacy on behalf of WACF members (representation to legislators, state agencies, and Executive officials)
- Represent WACF during the ongoing implementation of the DCYF, and be informed about issues that will impact WACF (for example, the implementation of performance based contracting, provider outcome measures, and provider reimbursement rates)
- Work with the Policy/Advocacy Director (upon hiring) and WACF membership to develop WACF's advocacy agenda and goals
- Collaborate with other child welfare-related organizations and coalitions—for example, the Child Welfare Advocacy Coalition, Advocates for Children, Youth and Families, Washington Coalition for Homeless Youth Advocacy, and others—to learn about, advocate for, and influence child welfare policy priorities
- Hire and manage a contract lobbyist

Budget Management:

- Develop annual WACF budget, based on funder guidelines in support of meeting program goals and outcomes, in collaboration with the WACF Executive Board
- Ensure that the organization operates within budget guidelines and maintains sound financial practices and complies with federal, state, and local regulations



- Oversee grant-writing and fund development in collaboration with the WACF Executive Board and members
- Steward existing WACF members through a newly developed dues transition
- Ensure that the WACF Executive Board and general membership is regularly apprised of the budget
- Manage expenditure requests to support WACF goals
- Regularly monitor WACF budget items and submit budget modifications to funders and to the WACF Executive Board, if necessary

Compensation & Benefits

Competitive salary will be dependent upon skills and experience, with paid time off and health insurance stipend.

Hiring Timeline

Application Deadline: Monday, February 5, 2018, at 5pm PST

Preliminary Interviews: February 12 – March 2

Final Interviews: Week of March 5

Start Date: April 2018 (subject to discussion)

To Apply

The Washington Association for Children & Families is an equal opportunity employer and all qualified applicants are encouraged to apply. All applications will be held in strict confidence.

Please submit your resume and a cover letter detailing your interest in the position and outlining your qualifications to erin@esmccann.com by February 5, 2018.

Questions may be directed to Erin Shea McCann (erin@esmccann.com).