

Position Profile

Lad Lake President / Chief Executive Officer (CEO)



LAD LAKE MISSION:

To guide the growth of at-risk youth and their families in order that they fulfill their potential and live responsibly.

Lad Lake has partnered with Spano Pratt Executive Search to identify the President / Chief Executive Officer (CEO). For a confidential conversation and to learn more about this opportunity please contact Spano Pratt Executive Search.

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Organization

Lad Lake has been evolving to meet the needs of Wisconsin's most vulnerable children for over 170 years. Serving more than 1,100 youth annually, the organization's 250 staff accomplish its mission of "guiding the growth of at-risk youth to reach their potential and live responsibly" through four major program commitments. Lad Lake operates two residential care centers aimed at helping traumatized young people involved in the child welfare and juvenile justice systems, alternative education for students with special learning needs, independent living services for youth "aging out" of the foster care system, and community services such as in-home therapy, specialized mentoring, and supervised visitation for parents and children.

With this distinctive continuum of care, Lad Lake helps young people confronted by trauma and often are involved in the child welfare and/or youth justice systems. We help them be safer, healthier, better supported by their community and family, and have more promising futures.

Accredited by the Council on Accreditation (COA) and licensed by the State of WI, Lad Lake operates on a \$14M annual budget, is guided by a 12-member board of directors, and offers its programs at three locations in the greater Milwaukee area of southeastern Wisconsin.

Mission

To guide the growth of at-risk youth and their families in order that they fulfill their potential and live responsibly.

Intended Impact

That youth and young adults (up to age 26) - who lack informal support and resources, experienced trauma, and exhibit maladaptive behaviors - will be productive members of society as evidenced by financial stability, positive community connections, healthy relationships, and constructive civic engagement.

Vision

Lad Lake will be a financially stable, preferred provider of community-based, trauma-informed, and family-focused support to Wisconsin's most challenged youth and their families.

We will achieve this vision with an aligned, engaged, and happy workforce.

Values

Excellence in Service - Integrity - Healthy Relationships



Programs

Since 1848 Lad Lake and its predecessor organizations has been guiding growth and changing lives of boys and girls who are experiencing emotional and behavioral problems or have aged out of foster care through four major programmatic commitments.

Out of Home Care – The target population of this program is court referred behaviorally reactive youth in which Lad Lake serves 200+ children per year with an average occupancy of 70. Various types of residential care are provided including:

- Residential care for youth in the child welfare and youth justice systems.
- Two crisis stabilization and assessment centers under contract with DMCPs and Waukesha County.
- Specialized residential care programming for minor females who are victims of commercial sexual exploitation.

Independent Living – Lad Lake serves youth who are aging out of care (17–26-year-olds) and focuses on providing a successful transition to adulthood.

Alternative Education – Lad Lake operates several educational programs, including (1) a behavior assignment and at-risk school under contract with MPS, (2) a day education program providing services to several area school districts, and (3) educational services for youth in our residential programs. Lad Lake's goal is to improve behavior and meet educational goals. Evaluation of our residential programs reveal that students improve two grade levels within 90 days of program involvement.

Community Services – These programs (specialized mentoring, supervised visitation, in-home therapy, and outpatient mental health clinic) offer services to develop supportive, positive relationships that contribute to the achievement of personal, social, and educational growth.

Populations served

Lad Lake serves youth and young adults up to age 26, and their families - who lack informal support and resources, experienced trauma, and exhibit maladaptive behaviors - will be productive members of society as evidenced by financial stability, positive community connections, healthy relationships, and constructive civic engagement. Examples include youth referred by the child welfare and youth justice systems due to criminal involvement, abuse and neglect, commercial sexual exploitation, educational challenges, aging out of foster care concerns, mental health challenges, and AODA issues.

We think three things make Lad Lake special. First, the youth in our care are some of the **most challenged** young people in Wisconsin. They have experienced serious trauma such as abuse and neglect and often lack the kind of support needed in their lives to heal and grow.

Second, we help young people with a **distinctive range of services** from residential care to community-based services such as independent living for youth aging out of foster care to alternative education to specialized mentoring to mental health care and supervised visitation. These services are provided by skilled, caring staff dedicated to giving youth a second chance.

Third, despite the serious challenges facing the youth in our care and because of the caring and skilled work of our staff, we achieve **remarkable results**. In terms of results, our residential services outpace the typical residential center and our community services and alternative education are recognized for their effectiveness. We are among a select group of organizations in WI accredited by the national Council On Accreditation (COA). Youth in our care are safer, healthier (mentally and physically), better supported by their community and families, and have more promising futures.

Position Profile

The President / Chief Executive Officer (CEO) is responsible for the overall leadership of the organization, its strategy, services, programs, finances, talent, brand, resource development, and relationships with stakeholders. The CEO provides strategic leadership and vision in congruence with the organizations' mission and goals with guidance from the Board of Directors in developing organizational goals, attaining/allocating resources, establishing policies and direction to staff management in carrying out the key roles assigned to them. The role serves as the primary ambassador and lead communicator of the organization and develops strong relationships at the highest levels generating support to advance the organization, its mission and brand.

Commit to and have a passion for the mission *"to guide the growth of at risk youth and their families in order that they fulfill their potential and live responsibly".*

- Ensure programs are aligned with mission; adjusting for environmental circumstances including trends in the government funding and delivery of residential vs. community services (e.g., federal Family First Prevention Services Act).
- Follow the highest ethical standards; ensure accountability and comply with the law.

Leadership and Culture: Lead, develop and inspire the staff and manage the organization.

- Set the organization vision in conjunction with Board of Directors. Responsible for oversight of implementation through Senior Management staff.
- Provide leadership and direction to ensure the effective operation and delivery of programs within the Lad Lake locations and the community.
- Promote the organization's mission and principles. Cultivate and embody an organization that is inclusive, respectful, innovative, compassionate and free of racism.
- Advance Lad Lake culture as it relates to diversity, equity and inclusion.
- Be recognized as a leader that is externally focused and involved in the community.
- Make certain that the environment facilitates the achievement of youth development and educational outcomes.

Financial Planning: Exercise responsible financial stewardship

- Identify and seize opportunities for the financial stability and program expansion of the organization and ensure a strong financial strategic plan is in place.
- Identify and manage threats due to changing government reimbursements; ensuring highest reimbursement rates possible.
- Align the budget and financial plans with the strategy taking into account continuing operations in difficult times including impact of COVID.
- Responsible for making recommendations for changes or necessary adjustments for the financial solvency of the organization including mergers, divestitures, reorganization, etc.
- Maximize use and maintenance of all capital assets; identify underutilization, manage facility/campus plan and make necessary recommendations.

Community Relationships: Build external relationships and serve as an advocate.

- Develop strategic alliances with community leaders and local officials, including collaborative partnerships with other youth serving organizations, members, parents, families, funders, government and community organizations.
- Inspire a positive, collaborative, and interdependent relationship with external stakeholders.

Fundraising: Lead and Foster Fundraising.

- Lead the cultivation and solicitation of donor visits with development staff and board members.
- Secure major gifts from individuals, foundations and corporations in conjunction with the Board of Directors and the Director of Development.

Human Resources: Future Leadership and Talent Development

- Provide leadership, inspiration and direction to the management team and staff.
- Recruit, hire and develop a top leadership team that can effectively implement the center's programs and strategic plan.
- Ensure all necessary administrative and operational systems are in place to support effective operations and the staff.
- Ensure productive and effective staff performance measurements are in place to enhance the performance of management level professionals.

Strategic Planning: Engage the board in planning and lead the implementation. Develop future leadership.

- Shape long-term vision with the Board of Directors.
- Ensure and oversee the identification and evaluation of opportunities for program expansion and implement plans for improvements.
- Address and implement strategy to adapt to market driven challenges in the sector.
- Ensure and oversee the continuation of and regular update to the board of current strategic plan; utilizing metrics toward goals.

Governance and Board Development

- Assure establishment of and adherence to policies and procedures in conjunction with the Board of Directors.
- Identify, recruit, and recommend to the Board Development Committee candidates for the Board of Directors who contribute to the strategic capacity of the organization and along with the CEO develop the strategic vision for the organization.
- Serve as primary liaison to the Executive Committee, Board Development Committee and Strategic Planning Committee to assure strong governance and organization oversight. Ensure active participation by board members and support effective board roles and functioning. Oversee staff liaisons to Board committees to ensure they are provided with the information and support necessary to fulfill their objectives.
- Must be very personable and possess the ability to build relationships to actively involve board members. Build on interactions to develop goals, resources and policies.

Marketing and Public Relations

- Increase visibility of Lad Lake programs, services and activities with key stakeholders and in the community.
- Maintain good public relations in the community and enhance engagement.
- Define and direct value and credibility enhancements to the organization.
- Provide leadership and direction on brand building and protection.

Professional Experience

- Minimum of a Bachelor's degree from an accredited college or university. Master degree preferred and minimum of 5 years' experience leading a social service organization of similar scope.
- Demonstrate a genuine passion for the mission of Lad Lake.
- Strong financial and business acumen with basic knowledge of asset management including financial resources, government contract funding, facilities, and property.
- Strategic orientation to implement a vision and manage change.
- Experience with nonprofit board governance and success maximizing board relationships and board engagement.
- Leadership skills and team building skills, including negotiation, problem solving, disciplined rigorous decision-making skills, and effective delegation.
- Strong relationship development and communication skills, both oral and written.
- Must have a proven track record developing and raising funds and proven experience as an effective fund-raising leader.
- Must be extremely presentable and possess the skills to interact and flourish with a diverse group of people.
- Demonstrated success and the ability to manage programs or operations.
- Ability to measure against specific outcomes related to the mission.
- Ability to develop strategic alliances in the community and with other youth organizations.
- Ability to establish and maintain effective working relationships with the Board of Directors, staff, community leaders and groups, and other related public agencies.
- Ability to travel between Lad Lake locations or to constituent locations as needed.
- A strong background in Urban Community and/or Educational affairs.
- Knowledge to develop and implement plans for updating existing technology and resources.



Lad Lake Locations

The three locations help Lad Lake better reach the needs of youth and families in several different communities. <https://www.ladlake.org/location/>

- Dousman, WI
- Milwaukee South: 2820 W. Grant Street, Milwaukee, WI 53215
- St. Rose Center 3801 N. 88th Street, Milwaukee, WI 53222

Spano Pratt Executive Search shall provide equal opportunity to all qualified candidates, and will refer candidates without regard to race, color, religion, national origin, sex, age, disability, veteran status or any other legally protected basis.