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## PERFORMANCE PROFILE FOR:

President/CEO



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## THE ORGANIZATION: JEWISH FAMILY SERVICES

Jewish Family Services (“JFS”) has been offering support to the Rochester, New York Community for over one hundred years. Today the organization is a well-respected \$3.8M agency that offers a wide variety of services to residents of Monroe and surrounding counties from all cultures and religions, and across five core areas:

- **Basic Needs**, including The Brighton Food Cupboard, “Brighton Your Wardrobe” (free clothing), programming for affordable housing residents, and the Pencils and Paper program (free school supplies)
- **Senior Care**, including care management, a supported retirement community, in-home services, educational programming, and connectivity to combat loneliness
- **Mental Health**, including counseling and wellness programs for adults and children
- **Parenting**, including educational offerings to keep babies safe, literacy programs and peer support programs
- **Accessibility and Inclusion** including information, referrals, and resources to address the needs of people with disabilities and their families- with an emphasis on support for the unique needs of Jewish people and their families

JFS delivers one or more of these programs in five separate locations around the greater Rochester area. The organization’s main location is 255 East Avenue in the Farash Foundation building.

Jewish Family Services has its origins in the social work provided by volunteers of the Synagogues and Temples of Rochester in the 1850’s and 1860’s. Social work included help for the poor and resettlement assistance for the considerable numbers of German Reformed, Russian and Polish Orthodox Jews who immigrated to the Rochester region. The organization’s name and structure evolved many times since inception, eventually becoming Jewish Family Service of Rochester, Inc. (today doing business Jewish Family Services) in 1960. As the need for some of JFS’ original services declined over time, the organization’s mission morphed to meet the changing needs and diversity of the Rochester community. The organization now serves the needs of community members from all faiths, cultures, and economic levels. JFS’ Jewish roots can still be found at the center of the organization’s work however, giving Jewish advocates, volunteers, and funders an opportunity to act upon the central Jewish value of “tikkun olam” a Hebrew expression that translates to “repair the world.” While more than half of JFS’ clients and staff are not Jewish, most of JFS’ individual funders and volunteers *are* Jewish, giving them a chance to experience their Jewish identity by giving back.

The organization's recently developed strategic plan reflects the Board's desire to continue providing a wide variety of services to a diverse client base. The organization is also looking forward to a continued emphasis on identifying and supporting members of the Jewish community who are in need of JFS' core areas of expertise in our community - for example mental health support for children and adults, support for seniors, support for individuals with disabilities, and support for educators.

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## THE OPPORTUNITY

The Board of Directors and staff of JFS are in full agreement on what they are looking for in their next President/CEO: a creative, collaborative, experienced leader who has a passion for improving the lives of fellow Rochesterians. The successful candidate will be supported by the Board of Directors and a highly engaged staff of thirty full and part-time employees who feel a deep connection to the work undertaken by JFS. He/She/They will have a successful track record of leading and mentoring high-performing teams, maximizing the potential of each member.

When asked how the organization can improve, employees and board members reflect a desire to do more - **grow existing programs to support more individuals in need and develop innovative programs in response to unmet needs in the community.** The organization's most frequently recognized unique value proposition – a holistic, integrated approach to problem-solving for clients- also presents a challenge; a harder-to-define target audience and “elevator pitch.” The next President will enjoy the challenges and opportunities of addressing this issue, determining which programs should grow based on client need, which programs should be offered through partnership with other organizations, and where there are gaps in services that could be best served by a new JFS offering. The Board of Directors is eager to see JFS partner with other agencies whenever possible to share resources and strategies to address community needs in the most efficient and cost-effective way possible.

The next President will be encouraged to find ways to connect JFS more deeply with its Jewish organizational heritage, finding ways to more actively promote JFS' offerings to Jewish community members. The potential to identify a wider pool of Jewish volunteers and donors is encouraging as well, as volunteerism and the provision of financial support is a central value within the Jewish culture.

Some examples of growth opportunities that JFS *could* consider include:

- Increased mental health support for children and their caregivers/family members
- Increased mental health support for adults
- Increased supportive programming for affordable housing residents
- Targeted identification of Jewish seniors, Jewish neighbors living in poverty, and Jewish neighbors in need of other JFS supports and services
- New services to help baby boomers remain healthy and independent as they age
- Increased focus on support for urban residents living in poverty
- New services to assist those who have been adversely impacted by the pandemic

While the organization has more work to do to raise awareness of JFS and its high-quality programs, the next President/CEO will be well-positioned to capitalize on the strength of the recent rebranding of the agency. “For Good. For All” has served as a unifying brand statement for the agency, crystallizing its mission in four simple words. As the “face of the agency,” the next President will initiate outreach to community partners, current and potential individual donors, corporations, government agencies and foundations to expand JFS' reach. The successful candidate is someone who sees possibilities at every turn, employing creative thinking and a risk-taking approach to identify new partnerships and programs that benefit those in need.

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## GOALS AND RESPONSIBILITIES

In addition to the multi-year initiatives described in “The Opportunity” section, the President/CEO will:

- Within six months, create a dashboard to present relevant metrics to the Board of Directors on a regular basis
- Within six months, meet with community leaders who manage or influence programs related to those offered by Jewish Family Services as step one towards developing transparent, trusting inter-dependent relationships.
- Within the first year, employ tools recently developed as part of the strategic planning process to evaluate the health and “fit” of current programs with JFS’ mission.
- Identify the need to develop innovative programs and/or grow existing programs and pursue the supportive funding required for JFS to reach its mission.
- Team with the CFO and Board of Directors to focus on the financial health and sustainability of JFS.
- Team with staff members to create and execute professional development plans that help them achieve professional goals.
- Set goals with the board and staff to increase the diversity of staff and board members to reflect the composition of JFS’ client base more accurately.
- Develop a plan for fundraising solicitation outside of the Jewish community, while also invigorating the core donor base by identifying and executing a plan to attract younger Jewish donors and volunteers.
- Develop a plan, budget, and timeline for modernizing the agency’s technology.
- Support the Board’s desire to continue the transition from simply reporting information to the Board to leveraging the talent and experience of the Board and individual board members to provide strategic input as needed.
- Identify creative and cost-effective ways to educate and promote the agency’s brand and service offerings in the community.

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## CANDIDATE QUALIFICATIONS

The successful candidate will possess the following:

- A Baccalaureate Degree in a relevant area of study is required; an advanced degree is a plus.
- A minimum of five years of senior management experience, including staff and budget management, ideally within a nonprofit organization.
- Experience conceiving and launching entrepreneurial programs and/or businesses.

- Familiarity with the community leaders and organizations within JFS' program areas in Monroe County is highly desirable.
- A track record for mentoring staff under management to reach their full potential
- A deep familiarity with Jewish life and values is highly desirable.
- A track record for developing and successfully executing strategic plans that achieve desired outcomes.
- Proven experience with building and influencing collaborations between organizations that achieve desired results.
- A comfort level delivering dynamic presentations and speaking with the media
- An ability to interpret data and develop action plans based on results.
- Experience in one or more of JFS' program areas is a plus
- A natural alignment with JFS' cultural behaviors, defined as being compassionate, responsive, inclusive, accessible, and trusted.

### Who should apply?

**This opportunity should be of particular interest to an experienced leader who is passionate about taking a holistic approach to improving lives versus offering a siloed approach to problem-solving.**

The successful candidate will be equally motivated to share credit and “dream big” with the team, making JFS an employer of choice for talented employees who indeed have choice.

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### HOW TO APPLY/MAKE INQUIRIES:

If interested, please submit a cover letter and resume to **Patty Phillips** at [patty@clarityracm.com](mailto:patty@clarityracm.com). In your cover letter, please explain the basis for your interest in the position and highlight relevant experience for the role.

*This description is not meant to be an all-inclusive list of duties and responsibilities but constitutes a general definition of position scope. Jewish Family Services is an equal opportunity employer. All aspects of employment, including the decision to hire, will be based on merit, competence, performance, and business needs.*

*JFS President performance profile*