



Search for the President and Chief Executive Officer
Child & Family
Middletown, Rhode Island

Our mission is to strengthen individuals, families, and the communities in which they live by identifying needs and utilizing best practices.

THE SEARCH

Child & Family, a leading provider of human services in Rhode Island since 1866, seeks a collaborative, tenacious, and strategic President and Chief Executive Officer (CEO). The CEO will possess a passion for the vision and values of Child & Family, honor the organization's long history of service, and be committed to strengthening families, children, and communities across Rhode Island through high-quality, evidence-based, and person-centered programming.

A multi-service non-profit, Child & Family supports over 2,000 children, youth, families, and seniors annually and routinely sets the standard for high-quality, leading-edge, and personalized services. The agency's remarkably diverse array of programs includes family preservation, early learning, behavioral health services, substance use recovery, elder care, foster care, and housing support. Child & Family's FY2025 operating budget is \$11.8 million, and it employs about 135 part-time and full-time employees, including a leadership team of nine. A 14-member board of directors governs the organization.

The CEO of Child & Family will play a critical role in guiding the agency through an important period in its history, ensuring both the preservation of its long-standing reputation and the implementation of forward-thinking initiatives to drive future growth. The CEO will bring leadership experience in an organization similar to Child & Family in its values, programs, and funding model and will be prepared to navigate emerging trends in policy and funding that impact child welfare, juvenile justice, behavioral health, and elder services. The CEO will be a strong communicator and will excel in building relationships with staff, donors, government officials and policymakers, local partners, and individuals served and will ensure the organization remains a cornerstone of support for Rhode Island families for years to come. A commitment to diversity, equity, and inclusion (DEI) will be essential as the CEO works to ensure the agency's services are responsive to the needs of Rhode Island's diverse communities.

Isaacson, Miller, a national executive search firm, has been engaged to assist with this important search. Inquiries, nominations, and applications should be directed in confidence to the firm as indicated at the end of this document.

ABOUT CHILD & FAMILY

History

Child & Family traces its roots to two historic community organizations in Newport: The Home for Friendless Children, established in 1866, and the Charity Society of the City of Newport, founded in 1878. In 1970, these two entities united to form Child & Family Services of Newport County, a registered 501(c)(3) nonprofit.

Throughout the 50 years since, Child & Family has transformed alongside best practices, new state and federal policies and systems, and dynamic community needs. The organization has fluctuated in size, scope, and approach, including within the last decade, to most effectively position itself as a critical community resource. For example, the agency released most of its group homes between 2018 and 2023, which is in line with the sector's shift away from congregate care towards community-based care. Throughout these changes, the agency's mission 'to strengthen families, their members, and the communities in which they live,' and its two core beliefs: that individuals and communities thrive when supported by strong families and that a community works best when it accepts responsibility for all of its members, have remained constant.

Current Context

Today, Child & Family provides home- and community-based services to more than 2,000 people every year and operates community engagement centers in Providence and Middletown, which is located on Aquidneck Island and borders the city of Newport. Child & Family operates most of its programs in collaboration with the Rhode Island Department of Children, Youth, and Families (DCYF), the Office of Healthy Aging (OHA), and the Department of Behavioral Healthcare, Developmental Disabilities, and Hospitals (BHDDH). The agency has also recently become a Designated Collaborating Organization (DCO) for Gateway Healthcare, a Certified Community Behavioral Health Clinic (CCBHC) and Rhode Island's largest nonprofit behavioral health care provider. As CCBHCs, which largely serve adults, become more significant players in the human services and behavioral health sectors, Child & Family will continue to advocate for the importance of its high-quality child- and family-centered programming.

Programs and Services

Many of Child & Family's clients participate in more than one of the following programs:

Family Preservation Programs

The Family Preservation Programs offered by Child & Family aim to support families in crisis and prevent disruptions that could lead to out-of-home placements for children. These evidence-based programs include Family-Centered Treatment, which provides intensive in-home support to families at risk of

disruption; Family Centered Treatment-Recovery, which is tailored for families dealing with substance use and traumas; Family Stabilization, designed to reduce placement disruptions in foster or kinship care; Functional Family Therapy, a family-based prevention and intervention program for high-risk children and adolescents and their families; and Functional Family Therapy-Gang, which aims to reduce criminal behavior and recidivism among gang-involved youth.

Other programs include Circle of Parents®, which operates parent-focused, parent-led support groups for caregivers to allow attendees to exchange ideas and information, learn new parenting skills, learn about community resources, and build caregiver confidence and self-esteem, and Family Care Community Partnership, which uses a wraparound approach to bring together local services, community programs, and natural supports to help families build a stronger, brighter future.

[Community Living](#)

The Community Living Programs offer tailored services to support individuals in building independence and stability. Initiatives include transitional housing options, supportive housing for homeless families, support for pregnant and parenting youth, and independent or semi-independent living programs for young adults aging out of foster care. These programs focus on providing safe, affordable housing while equipping participants with life skills, case management, and access to resources that promote self-sufficiency and community integration. Child & Family's Supportive Housing program leases eight residences in Newport to temporarily house mothers and their children experiencing homelessness.

[Foster Care](#)

Child & Family offers comprehensive foster care programs that focus on providing trauma-informed and therapeutic support for children and youth facing emotional and behavioral challenges due to past trauma. The programs aim to support children in family settings, promoting their attachment, regulation, competency, and integration into the community.

[Sandpipers Early Learning Center](#)

Sandpipers Early Learning Center (Sandpipers), located in Middletown, is a high-quality early childhood education and care facility for children ages six weeks to five years. Sandpipers integrates family engagement through programs like monthly events and collaboration with a Family Advisory Board, and currently 78 students are enrolled. Sandpipers is accredited by the Council on Accreditation and holds a four-star rating from BrightStars, reflecting its commitment to excellence and exceeding state licensing requirements.

[Aging Well](#)

Child & Family supports over 1300 elders and adults in the community through its Aging Well program, which offers comprehensive support services for older adults, including older adults with intellectual and developmental disabilities, to promote well-being, independence, and social engagement. The program

includes case management, personal care services, in-home behavioral health, and homemaking assistance tailored to individual needs. These services aim to help older adults remain in their homes and maintain a high quality of life. In addition to direct care, Aging Well fosters community connections through social and recreational activities to provide a holistic approach to aging with dignity.

ADMINISTRATION, FINANCE, AND GOVERNANCE

Child & Family is a 501(c)(3) nonprofit organization headquartered in Middletown, Rhode Island, with an additional location in Providence, Rhode Island. The agency has an FY2025 budget of \$11.8 million, 90 percent of which is derived from reimbursement income and government grants and contracts and 10 percent from philanthropic contributions and rental income.

Child & Family is led by a leadership team of nine, including the President and CEO, Vice President of Performance, Quality, & Improvement, Senior Director of Permanency, Senior Director of Family Preservation Programs, Director of Evidence-Based Family Preservation Programs, Director of Residential Programs, Vice President of Finance, Vice President of Development & Communications, and Director of People & Culture. Child & Family employs about 100 passionate and dedicated full-time and part-time staff and benefits from a cohort of interns, many of whom go on to become permanent employees. The agency is governed by a 14-member board of directors, which meets nine times a year.

LEADERSHIP TRANSITION

After a long career in human services leadership in Chicago, Marty Sinnott became President and CEO of Child & Family in 2014. Sinnott has been profoundly important to the organization's development and resilience. His vision for the agency, understanding of funding sources, strong community relationships, flexibility and willingness to pivot, and commitment to Child & Family's client population have been key to the agency's growth and success. Sinnott leaves Child & Family well-positioned for its next era of achievement.

KEY OPPORTUNITIES AND CHALLENGES FOR THE PRESIDENT AND CEO

Working in conjunction with board members, agency leadership team, and staff, the CEO will:

Position Child & Family for its next institutional chapter as a leader in community human services, behavioral health, and educational services.

The CEO will ensure that Child & Family continues to be a highly respected provider of impactful, outcomes-driven, culturally responsive services that align with the organization's commitment to addressing community needs. The CEO will be motivated to learn and understand both the current and future challenges critical to the agency's development, using this insight to enhance the strategic direction of the organization and ensure the continued provision of a comprehensive continuum of care for all

individuals and families served. This next leader will evaluate the organization's service portfolio to ensure alignment with evolving systemic issues, public policy and funding priorities, and leading-edge practices.

Adroitly and proactively steward Child & Family's public profile and key relationships and partnerships.

The CEO will be a powerful advocate and ambassador for the agency's mission by amplifying the voices of those it serves, raising awareness about its impact, and fostering greater community engagement and interest in its programs and services. The CEO will be responsible for fostering and maintaining strong, mutually beneficial relationships with key partners, including government officials and policymakers, community groups, other human services organizations, philanthropic entities, and individual donors.

Secure the financial underpinnings of Child & Family by sustaining, growing, and diversifying its fiscal resources.

In a regulatory and reimbursement environment defined by scarcity, the CEO will cultivate a long-term sustainable financial model for Child & Family. They will advocate with the Rhode Island General Assembly for appropriate increases in reimbursement rates, explore additional and alternative value-based and mission-aligned contract and grant opportunities, and creatively expand and diversify the agency's philanthropic funding. The CEO will also ensure that Child & Family is well positioned in a landscape in which investment is being directed toward the CCBHC model and where billing to insurance may become a more common avenue for revenue.

Successfully develop and support a diverse, high-performing team that collaborates, communicates, and effectively manages Child & Family's programmatic and operational portfolios.

The CEO will work to recruit, retain, and promote the highest quality of employees at all levels of the organization who can succeed in an increasingly complex and competitive environment through workforce development, career advancement, support for emerging leaders, and competitive compensation and benefit structures. This CEO will be a seasoned and inspiring leader who will ensure a shared sense of purpose and will foster a culture of mutual respect for all staff, board, and community. They will ensure that Child & Family's structures, systems, and staff roles and responsibilities are set up for success, allowing for the most effective and efficient organizational capacity. They will also work with the board and staff to leverage the agency's real estate assets for the purposes of programmatic quality and financial health and will be oriented toward continuous improvement of work processes, communication channels, and technological capabilities.

Engage and work closely with Child & Family's committed and talented board.

The CEO will engage board members as active contributors, thought partners, and ambassadors, leveraging their diverse expertise in short- and long-term strategy. They will champion a fundraising

culture at the board level and ensure the board represents a diversity of identities, backgrounds, and experiences.

Nurture a welcoming and diverse community and strengthen organizational culture around diversity, equity, and inclusion.

The CEO will further the agency's ability to provide care that respects the identities, beliefs, languages, dis/abilities, and behaviors of individuals and families served. The CEO will understand the mechanisms of systemic racism and other structural inequities and how they impact the communities the agency serves. The CEO will continue to support staff and leadership in actively engaging in ongoing training and educational opportunities to continuously strengthen their understanding and implementation of DEI principles to ensure a culture that values and respects all individuals.

QUALIFICATIONS AND CHARACTERISTICS

The President and CEO of Child & Family will bring many of the following qualifications, professional experiences, and personal attributes:

- Passion for and demonstrated commitment to Child & Family's mission. Field of practice knowledge in child welfare, behavioral health, community health, or a similar field.
- Demonstrated success leading a complex human services organization or program in the nonprofit or public sector, with service lines similar to Child & Family's.
- Experience with successful, innovative strategic planning and positioning an organization for the future in a continuously developing sector. Expertise in translating a vision and strategy into a practical plan with concrete implementation methods and measures of anticipated outcomes.
- Demonstrated experience building and sustaining collaborative networks and working effectively in partnership with various groups, including individuals served, community partners, industry partners, and others.
- History as a mission-driven advocate and experience engaging and interacting with policymakers and government officials.
- Exceptional organizational skills and experience with financial oversight, including budgeting, planning, and reporting. A thorough understanding of managing diverse funding streams, especially from government sources.
- Knowledge of and experience with fundraising strategies and an appetite for stewarding donors.
- Demonstrated ability to guide, support, and leverage staff expertise and capacity. Success in building safe and courageous spaces to reflect on progress, check in across programs, and engage in equity-centered dialogue.
- Demonstrated personal and professional commitment to and experience in advancing diversity, equity, and inclusion and an understanding of how systems of inequity intersect with Child & Family's work.

- Experience working with a governing board or equivalent experience.
- An open and honest communication style, emotional intelligence, and an approach to leadership that is inspiring, collaborative, conscientious, creative, and adaptable. Experience as a role model for respectful interpersonal engagement across diverse perspectives.

EMPLOYMENT DETAILS

Salary range: \$200,000-\$225,000

Location: Residing within daily commutable distance of Middletown, Rhode Island is required.

Commitment: The President and CEO must be able to travel locally, regionally, and nationally as needed to fulfill the position's responsibilities.

APPLICATIONS, NOMINATIONS, AND INQUIRIES

All inquiries, nominations, and applications (including resumes and letters of interest describing relevant experience relating to the opportunities, challenges, and qualifications outlined above) should be directed in strict confidence to the search team below. Applications will be reviewed as they are submitted.

Phillip Petree, Tatiana Oberkoetter, and Gigi Mensah
Isaacson, Miller

[Child & Family President and CEO Search](#)

Child & Family will not discriminate against any individual on the basis of age, gender, sexual orientation, color, race, creed, national origin, ancestry, religious persuasion, marital status, political belief, pregnancy, military status, veteran status, physical or mental disability that does not prohibit performance of essential job functions with or without reasonable accommodations, genetic predisposition or genetic carrier status, or any other protected category under local, state, or federal law, nor will anyone receive special treatment for those reasons, except for reasonable accommodation as required by law. It is our intention that all qualified applicants be given equal opportunity and that selection decisions be based on job-related factors.

Child & Family strives to achieve a workforce that includes representation of qualified affirmative action group members in proportion to the qualified and available target group workforce in the community that we serve.