



**Search for the Chief Program Officer  
The New York Foundling  
New York, NY**

**THE SEARCH**

The New York Foundling, one of the most prominent and comprehensive human services agencies in New York City, seeks an inspirational and committed leader to be its Chief Program Officer (CPO). The Foundling, in the tradition of openness and compassion of its sponsors, the Sisters of Charity, helps children, youth, adults, and families in need through services, supports, and advocacy that strengthen family and community and help each individual reach their full potential. The CPO will be one of the agency's strategic and transformational leaders and will join The Foundling at a time of abundant opportunity.

Since 1869, The Foundling has provided exceptional, evidence-based programs, effective and interrelated services, and opportunities for children, adults, and families to create transformational change in their lives. Each year, the agency serves over 30,000 people through more than 40 programs across all five boroughs of New York City, surrounding counties, and Puerto Rico. Programs help children and families navigate through and beyond foster care; assist families struggling with conflict and poverty to grow stronger; help people with developmental disabilities live fulfilling lives; and remove obstacles to well-being for people through health and mental health services. The Foundling's work is distributed across five core service areas, including Child Welfare, Developmental Disabilities, Education, Health & Behavioral Health, and Juvenile and Criminal Justice, and includes several Centers of Excellence.

The Chief Program Officer will directly oversee and provide strategic direction for the majority of The Foundling's programs and services, including over 2,100 staff and an operating budget of \$190 million. The CPO's direct reports include the Senior Vice Presidents of Child Welfare & Behavioral Health and Developmental Disabilities; the Vice President of Puerto Rico; and the Director of Camp Felix. The Foundling's overall FY2023 budget is \$218 million, and it employs over 3,000 staff.

The CPO will partner with the President and CEO and their peers on the senior cabinet on organization-wide strategy and operations. They will drive, manage, and coordinate initiatives that have impact across the agency, assuring positive client outcomes and continuous alignment with The Foundling's overarching mission and goals. Working alongside their senior leadership team as a strategic partner, the CPO will evaluate current service offerings and operations to ensure a sustainable model for the future. The CPO must be aware of the current trends in the human services sector and will foster an environment where data, analysis, transparency, and best practices are used to drive sound business and programmatic

decisions throughout the agency. The CPO will be an important external representative of The Foundling with its key constituents and will nurture strong, reliable teams and a healthy, collaborative, and inclusive internal culture that celebrates a diversity of voices and experiences.

## **ABOUT THE NEW YORK FOUNDLING**

### **History**

The New York Foundling was established in 1869 by three Sisters of Charity who were driven by their faith and compassion to provide opportunities to children and families in need. Originally a home for abandoned infants, The Foundling steadily expanded as the Sisters identified additional ways to serve the New York City community throughout the remainder of the 19<sup>th</sup> century and into the 20<sup>th</sup> and 21<sup>st</sup>. While social situations and the agency's approach to its mission have evolved, The Foundling continues to be guided by its founders' belief that all people deserve the right to grow up in loving and stable environments. The Sisters of Charity remain involved with The Foundling at the board level, and their influence and legacy of compassion can be seen in all aspects of the agency today.

### **The Foundling Today**

The Foundling has grown significantly over the past decade and today is one of New York City's largest social service organizations, serving 30,000 children, adults, and families each year across all five boroughs of the city, as well as in Rockland, Westchester, and Orange counties and Puerto Rico. The agency provides a comprehensive spectrum of support services and research-backed programs that offer solutions for families, as well as specific services for infants and children, teens and college students, and people with developmental disabilities. The Foundling's substantial, well-rounded practice and long-standing commitment to high-quality, evidence-based programming place it at the leading edge of the social services sector in New York.

The Foundling serves families in some of New York City's highest-poverty neighborhoods, and the vast majority of individuals served are Medicaid-eligible. The agency's clients face multiple intersecting challenges related to poverty, disability, mental health, and the cumulative traumas of racism and community violence. The Foundling is committed to racial and cultural equity and correcting the disproportionate impact of the child welfare and juvenile justice systems on communities of color. Cultural competency and multilingual competency are priorities in hiring, as is hiring candidates who reflect the communities served. Fifty percent of Foundling staff are Black, 36 percent are Latinx, and seven percent have formally demonstrated bilingual skills. The agency is and will continue to be committed to recruiting, retaining, and embracing staff with diverse racial, ethnic, and cultural backgrounds; abilities; gender identities; sexual orientations; and socioeconomic experiences.

The Foundling's programs and services fall under the following categories: Child Welfare, Developmental Disabilities, Education, Health & Behavioral Health, and Juvenile and Criminal Justice. The agency also operates several Centers of Excellence, including the Vincent J. Fontana Center for Child Protection. The

Foundling is affiliated with Mott Haven Academy Charter School, which is an independent 501(c)(3) but enrolls many students who participate in other Foundling programs.

## **PROGRAMS AND SERVICES UNDER THE CHIEF PROGRAM OFFICER**

The Chief Program Officer will be responsible for 14 programs, including all Child Welfare, Developmental Disabilities, and Juvenile and Criminal Justice programs and significant portions of the Education and Health & Behavioral Health portfolios. The CPO's programmatic peers are the Senior Vice Presidents of Medical Services and Mental Health Services, the agency's clinical leadership.

### **Child Welfare**

The Foundling was an early pioneer of preventive services for children and families and today remains one of New York City's preeminent child welfare providers. The agency's broad array of services spans all five city boroughs and serves thousands of families annually using more than 20 proven, evidence-based models. Programs strengthen families, build healthy parenting skills, prevent child abuse and human trafficking, support people who are deaf and hard of hearing, help young people and their families navigate through and beyond the foster care system, and prevent children from being placed in foster care in the first place. The Foundling's leadership in this area has contributed to a successful citywide reduction in the number of young people in foster care, from 34,000 in 2000 to just over 7,000 today. Child Welfare services are funded by the New York City Administration for Children's Services.

### **Developmental Disabilities**

The Foundling supports more than 1,000 adults and children with developmental disabilities annually throughout the New York City metropolitan area. The agency's supportive residences, day and community habilitation, employment services, and a range of tailored residential services take a person-centered approach that gives participants the opportunity to form meaningful relationships, engage in their communities, and live fulfilling lives. The Developmental Disabilities services division has been among The Foundling's most rapidly growing service lines over the past several years. Recent developments include the agency's acquisition of the \$39-million-dollar organization Legacy Thrive in 2018 and opening of a new 8,000-square-foot employment services and day habilitation facility in Rockland County. Developmental Disabilities services are funded by the New York State Office for People with Developmental Disabilities.

### **Education**

The Foundling's trauma-informed education programming lays the groundwork for healthy development, well-being, and self-determination. The CPO will be responsible for the agency's Head Start and Early Head Start programs in Puerto Rico, which serve over 1,500 children annually across five municipalities. Head Start educates children ages three to five in specially designed early childhood centers, and Early Head Start prepares children ages eight weeks to three years and their families for school readiness and supports health and family well-being. The CPO will also oversee Camp Felix, a free summer camp for children ages eight to 15 involved in The Foundling's foster care, preventive, and community programs,

as well as students of Haven Academy. The CPO will serve as a liaison to Haven Academy and will be additionally responsible for the agency's internship, K-12 tutoring, and college success programs for young people in foster care or those transitioning out of care. Education programs are funded by the Federal Department of Health and Human Services and the New York City Administration for Children's Services. Private contributions and tutor fees are paid for by other non-profit agencies.

### **Health & Behavioral Health**

The Foundling uses evidence-based approaches to support children and adolescents who have experienced poverty, crises, abuse, and family stress to help them manage these challenges and create stability. The CPO will lead the agency's programs that give child welfare-involved youth a place where they can become educated on health topics, including pregnancy prevention and sexual health; provide supportive housing for youth aging out of foster care; and support children and young adults who struggle with behavioral and overall health. The Foundling's SVPs of Medical and Mental Health Services are responsible for the agency's clinical care, which includes comprehensive healthcare management for young people in foster care and prevention programs; an array of clinical services for LGBTQIA+ youth; and free medical and mental health services for all youth in its foster care program and for youth in the care of other providers throughout the city via its article 29i, article 28, and article 31 clinics. The CPO and the SVPs will be close strategic and operational partners.

The CPO is also responsible for the Strong Families and Communities Training Center, which opened in 2020 in partnership with the New York City Department of Health and Mental Hygiene. The Center focuses on training and technical assistance for youth and family peer advocates, implementation support for evidence-based practices, and coalition-building and community engagement. Health & Behavioral Health services are funded by Medicaid, Medicaid managed care, third-party insurance, and private contributions.

### **Juvenile and Criminal Justice**

The Foundling's alternative-to-incarceration and diversion programs help keep young people out of the criminal justice system and help those already in the system avoid future justice involvement. The agency provides mentoring services; offers programs that aim to reduce family conflict, substance abuse, recidivism, and violent behavior; works with families to prevent the long-term placement of their children in foster care or a criminal justice residential placement; and works with young adults to promote positive mental health and relationships and work toward meaningful educational and career goals. Juvenile and Criminal Justice services are funded by the New York City Administration for Children's Services.

## **ADMINISTRATION, FINANCE, AND GOVERNANCE**

The New York Foundling is a 501(c)(3) nonprofit organization headquartered in the Manhattan borough of New York. The agency's FY2023 budget is \$218 million, with 98 percent coming from federal, state, and

city governments and the remainder from private individuals, corporations, and foundations. The agency also has \$184 million in its investment portfolio.

The Foundling employs over 3,000 full-time and part-time staff and is led by a leadership team of ten, including the President and CEO; the Chief Financial and Administrative Officer; the Chief Program Officer; the Senior Vice Presidents of Mental Health Services and Medical Services; the Vice Presidents of Development & Communications and Human Resources; the Special Counsel; the Chief Compliance Officer; and the Chief of Staff. A 25-member board of directors governs the agency.

The Chief Program Officer will be responsible for a budget of \$190 million, which includes \$46 million for Child Welfare, \$102 million for Developmental Disabilities, \$32 million for Education, \$6 million for Health & Behavioral Health, and \$4 million for Juvenile and Criminal Justice. Direct reports to the CPO include the Senior Vice Presidents of Child Welfare & Behavioral Health and Developmental Disabilities; the Vice President of Puerto Rico; and the Director of Camp Felix. The CPO will lead a staff of over 2,100, of whom over 500 are in Child Welfare & Behavioral Health, over 1,100 are in Developmental Disabilities, and nearly 500 are in Puerto Rico.

## **FOUNDLING LEADERSHIP**

In early 2022 distinguished human services leader Melanie Hartzog assumed the Presidency of The New York Foundling from long-time leader Bill Baccaglini, who had served as president of the agency for nearly 20 years. Prior to her arrival at The Foundling, Hartzog served as New York City's Deputy Mayor for Health and Human Services in which she was responsible for the city's successful COVID-19 response and vaccination efforts, as well as the expansion of the Family Enrichment Center model to serve all 33 communities hit hardest by the pandemic. Hartzog also served as Budget Director in the Mayor's Office of Management and Budget and the Executive Director of the Children's Defense Fund – New York.

Hartzog took leadership of an agency that had enjoyed several years of rapid growth and is at the leading edge of the social services sector. The agency is poised to continue its expansion, enhance organizational efficiency, exert greater policy influence, and invest deeply in diversity, equity, and inclusion (DEI) work. The CPO will be a close partner of the President, working with her on high-level strategy and helping to drive the agency as it implements its new strategic plan, which is set to be finalized later in 2023. The portfolio of the CPO may undergo deeper focus and adjustments as the plan is developed.

## **KEY OPPORTUNITIES AND CHALLENGES FOR THE CHIEF PROGRAM OFFICER**

**Maintain The Foundling's position as a leading provider of high-quality child welfare and developmental disabilities programming.**

In partnership with the President, senior cabinet peers, board members, and program staff, the CPO will maintain a mix of programs and services that respond to what clients, communities, best practices, and government agencies identify as important. They will ensure that programs and services from all core

program areas relate to the agency's overall strategy and mission and maintain consistent positive outcomes for clients. The CPO will come aboard eager to learn, understand, and address the current and future issues critical to the agency's growth and success. These include workforce challenges and a continuously evolving policy landscape resulting in a steady decrease in the foster care population and a shift towards managed care models.

**Ensure that strategic decision-making is data-driven and supported by evidence-based practices.**

The CPO will prioritize efficient and accurate data collection and analysis and will continue to enhance the agency's ability to measure the successes of its suite of programs and services. The CPO will ensure that data and analysis impact short- and long-term strategic decisions and will continuously seek opportunities for innovation.

**Cultivate critical external partnerships and advocate for The Foundling and its clients.**

The CPO will be an essential external representative for The Foundling. They will be one of the agency's primary liaisons with city, state, and federal agencies and its healthcare and nonprofit partners and a vocal advocate for the systemic improvement in the lives of vulnerable children, adults, and families through legislative and policy changes. The CPO will keep abreast of shifting local, state, and federal policies and will work closely with the President to strengthen the agency's ability to be an authority on policy matters.

**Support The Foundling's current and future fiscal health.**

The CPO will ensure that planning, reporting, and forecasting reflect program growth and organizational strategy; that both new and existing programs are financially sustainable; and that the agency's large and complex contract portfolio is managed and implemented as effectively and efficiently as possible. They will oversee the development and implementation of new initiatives, anticipate changes in funding before the need becomes critical, and generate new public and private funding when appropriate. They will partner with the CFO to monitor revenue and expenses and seek alternative funding streams and with the VP of Development and Communications to ensure that a sound fundraising strategy is in place.

**Enhance The Foundling's organizational infrastructure.**

To keep pace with the agency's growth and to create truly integrated programs and services, the CPO will strengthen operational systems and processes; enhance workflow and collaboration among large and complex departments; ensure that adequate programmatic, financial, structural, and human resources are planned and allocated to support best practices; and align programs with city, state, and federal regulations. In partnership with the VP of Human Resources, they will assess and revise practices as necessary to reflect today's best practices for human services agencies.

**Lead in a time of generational transition and steward the evolution of the agency.**

The CPO will influence organizational culture and change management in a time of evolution, growth, transition, and new leadership at The Foundling. The CPO will be an effective communicator; foster a sense of community among colleagues; and be the go-to person to provide helpful solutions to programmatic, business, and administrative challenges. They will be intentional about team building,

improving organizational collaboration and cohesion, and ensuring the agency's overall health. The CPO will have the opportunity to make critical institutional hires early in their tenure, including the SVP of Child Welfare & Behavioral Health, and will prioritize the retention, development, and advancement of existing staff.

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

The CPO will foster an internal culture that celebrates diversity, equity, and inclusion as a fundamental part of The Foundling's mission; ensure that staff reflect the communities the agency serves; and will understand and respect what it means to lead in an organization that operates in one of the world's most diverse cities, as well as in Puerto Rico. The CPO will partner with the DEI Council to champion the agency's diversity, equity, inclusion, and social justice efforts and will further The Foundling's ability to provide care that respects the identities, beliefs, languages, dis/abilities, and behaviors of the children, adults, and families served.

**QUALIFICATIONS AND CHARACTERISTICS**

While no one individual will embody every quality, the successful candidate will bring many of the following professional and personal qualifications:

- Passion for and commitment to The Foundling's vision of a community where all children, youth, and adults enjoy safety, well-being, and supportive relationships needed to reach their full physical, emotional, intellectual, and spiritual potential.
- Demonstrated success leading within a large, complex human services organization, preferably with various programs and service lines.
- Expertise in child welfare, behavioral health, developmental disabilities services, or a related field and knowledge of trends in best practices and funding models within those fields. Knowledge of New York City's human services system is preferred.
- Evidence of effective leadership within strategic planning processes and positioning an organization for success. Expertise in translating a vision and strategy into a practical plan, with concrete implementation methods and measures of anticipated outcomes.
- Analytical and forecasting experience, particularly in creating new programmatic initiatives supporting a multiservice agency. Experience with risk management policies and procedures.
- Demonstrated ability to partner with an enterprising President and CEO, an experienced and results-oriented senior staff, and a deeply committed board.
- Experience building and sustaining collaborative networks and working effectively in partnership with various groups, including community partners, government, individuals served, and others.
- Understanding of the business implications of plans and strategies and experience with financial oversight, including budgeting, planning, and reporting. An understanding of grants, contracts, and other government funding requirements, obligations, and mechanisms.



- Demonstrated personal and professional commitment to and experience advancing diversity, equity, and inclusion. Understanding the mechanisms of systemic racism and other structural inequities and how they impact the communities in which the agency operates.
- A record of success as a people-centered leader and manager who recognizes and relies on staff areas of expertise and content knowledge, believes that good ideas can come from anywhere, and leads by example.
- Demonstrated success in effectively motivating, engaging, and inspiring teams of people.
- Decisive and innovative; tough-minded yet flexible; ability to compromise effectively in a fast-paced and complex organization; and an open and honest approach to leadership that is authentic, collaborative, and adaptable.
- An effective and persuasive oral and written communicator. Spanish language proficiency is a plus but not required.

## APPLICATIONS, INQUIRIES, AND NOMINATIONS

The New York Foundling has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications (including resumes and one- to three-page letters of interest responding to the opportunities and challenges outlined above) should be directed in strict confidence to the search team below. Applications will be reviewed as they are submitted. To be assured full consideration, please submit materials by Friday, April 28, 2023.

The New York Foundling anticipates a salary range of \$277,000 to \$290,000 for this position, commensurate with experience.

Rebecca Swartz, Tatiana Oberkoetter, and Tiara Mack  
Isaacson, Miller

[The New York Foundling Chief Program Officer Search](#)

*The New York Foundling provides equal opportunities to all individuals without regard to race, religion, national origin, disability, age, marital status, sex, sexual orientation, gender, gender identity or expression, veteran status, or any other status protected by law. It does not discriminate based on any status protected by law. This policy applies to all employment, education, volunteer, and clinical care-related activities or in any other aspect of The Foundling's operation. Black, Indigenous, and people of color; trans, non-binary, and intersex people, especially trans women; those from poor and working-class backgrounds, immigrants, and people with disabilities; as well as people at the intersections of these experiences are highly encouraged to apply.*