

Position Description



Police Athletic League of Philadelphia

TITLE	Executive Director
REPORTS TO	Board of Directors
ORGANIZATION	Police Athletic League of Philadelphia (PAL) https://phillypal.org/
LOCATION	Philadelphia, Pennsylvania

ABOUT THE ORGANIZATION

PAL is “Cops Helping Kids.” Among the most recognizable brands in Philadelphia, the Police Athletic League of Philadelphia (PAL) is the public-private partnership between PAL, a 501(c)(3) non-profit organization, and the PAL Unit of the Philadelphia Police Department. We aspire to be the premier youth-serving organization in the city by reducing crime, promoting character development, and improving educational outcomes. We do this by having Philadelphia police officers, supported by civilians, offer sports and other programs to youth in PAL Centers in some of the city’s highest-crime and lowest-income neighborhoods. The PAL Centers are safe havens, offering a variety of programs and events to attract, engage, and develop an active membership base of more than 7,000 Philadelphia youth, over 85 percent of whom are individuals of color.

Since 1947, PAL has delivered high-quality fun, safe, and free programming to youth ages 6-18 living in Philadelphia’s most-challenged neighborhoods. There are currently 18 operational PAL Centers offering a wide array of educational and athletic activities. Each center is directed by one or two full-time Philadelphia police officers and a team of civilian support staff. The centers offer both drop-in and structured programming.



Few organizations are well-positioned to immediately create an impact between law enforcement and the communities they serve. With a diverse workforce consisting of Philadelphia Police Officers and civilian staff and a high-profile and committed Board of Directors, PAL bridges the divide between police and the community, to support necessary conversations to strengthen the relationship between residents and the police department, and to deliver programs that meet children where they are, helping them to succeed in life. In the recent

past, PAL has built momentum by opening new centers, establishing meaningful partnerships, and quantifying its impact on reducing crime. PAL also has data demonstrating that community members view PAL police officers in high regard.

With a new Mayor and a new Police Department Commissioner (a PAL alum), PAL is well-positioned to continue its key role in a renewed citywide effort to protect and serve the residents of Philadelphia by helping children and their families in some of the city's most challenged neighborhoods.

Administrative Structure, Board Governance, and Finances

PAL is administered by a civilian Executive Director (ED) with five senior staff direct reports (program, operations, fundraising, finance, IT, facilities) and approximately 40 full- and part-time youth program support staff. The assigned PAL police officers are overseen by a Captain from the Philadelphia Police Department who serves as Commanding Officer, with a team of three Sergeants and 21 police officers. With over 40 members, a volunteer Board of Directors has fiduciary responsibility for the collective organization. An elected Board member serves as Chair; the Police Commissioner serves as President, and the Mayor serves as Honorary President. PAL's operating budget is \$7 million.

POSITION SUMMARY

In partnership with the Commanding Officer, and with oversight from the Board, the executive director (ED) provides strong and inspired leadership to PAL. The ED leverages the power of relationships and networks, and works across private, public, and corporate sectors to fulfill PAL's mission. The ED possesses a high level of broad business and management skills and is effective at generating resources and financial support for the organization. With an appreciation for and some experience in the areas of community engagement and service, the successful candidate is dedicated to shared and measurable goals for the organization – creating, resourcing, scaling, and leveraging strategies for broad investment and impact. The ED is the steward of PAL's brand and understands the significance the role has in growing and protecting the organization's reputation. The successful candidate is responsible for continuing to build trust in PAL and its relevance in the community, and values the importance of relationship-building, enhancing the PAL network and striving to leverage PAL's breadth of community presence, connections, and strategy.

The position is on-site at PAL's Port Richmond's headquarters.

RESPONSIBILITIES

Revenues and Resource Development

- The ED is charged to drive key results in fundraising; to identify, cultivate and solicit prospective donors and key leaders of current and prospective corporate partners; to leverage personal and professional contacts and relationships into fundraising opportunities; and to promote a culture of philanthropy and service in the organization, both at the staff and Board level.
- The ED works in partnership with key staff and constituents, including PAL's Commanding Officer, PAL's Board Chair, Treasurer and Development Committee Chair(s) to plan, organize, direct, execute and evaluate a comprehensive annual program of fundraising to include individual major gifts, special events, corporate, foundation, and governmental support, annual and planned giving, and other potential funding opportunities.
- The ED will have a proven track record of acquiring, managing and developing donor relationships. While not required, the candidate should possess a working knowledge of PAL's Customer Relationship Management System (Raisers Edge/Blackbaud) or a similar CRM tool, the ability to generate reports, analyze and capture donor/prospect giving habits and history. The ED will serve as the primary leader of the organization to promote a culture of philanthropy in both staff and Board levels, and will report fundraising activities, progress and results directly to the Board's Chair and Development Committee leadership on a quarterly basis.



Strategic Management and Vision

- The ED develops a strategic plan with key metrics in partnership with the Board of Directors, Commanding Officer, and other stakeholders to position PAL for the future.
- The ED serves as the principal resource to the Board of Directors and its key committees and gives strong direction in policy formulation and interpretation. The successful candidate partners with the Commanding Officer, Board of Directors, and the senior leadership team to craft organizational goals, and develops and implements strategies in the areas of administration, programming, resource development, fundraising, and staff alignment that are timely, measurable, and achievable.

Organizational Leadership

- The ED builds and leads high-performing teams, ensuring all staff are aligned and collaborating to achieve organizational results. The successful candidate maintains accountability for the operational and fiscal integrity of the organization within policies set by the Board of Directors.

The ED assesses organizational capacity to implement strategies and identify gaps in systems and staffing; directly manages senior leadership positions and establishes individual goals; works with the Director of Finance & Administration to manage organizational spending, monitor budget compliance, and mitigate financial risks; and ensures that goals of inclusiveness and diversity among staff and volunteers are achieved.

- The ED works in partnership with key staff and Board committees to ensure PAL facilities (centers and headquarters) are well-maintained (clean, safe, bright and welcoming), with adequate technologies and amenities. In addition, the successful candidate will lead the assessment of current PAL Centers, determining and recommending adjustments in location and physical operations to ensure each center is delivering on intended goals and services.
- In collaboration with PAL's Commanding Officer, Board Chair and Treasurer, the ED establishes and implements PAL's short- and long-term financial and programmatic goals.

Operations and Programming Excellence

- The ED provides an environment in which all full-time civilian staff work as a team with each other and with the PAL Police Unit toward achieving PAL's mission and organizational goals while creating a positive message about PAL in the community.
- The ED works with appropriate Board committees and staff to execute marketing, finance, and program initiatives and prepares, manages, and updates PAL's Operating and Capital Budgets.
- The ED serves as liaison to the Board of Directors and Board committees and supports the Board of Directors and works with the Commanding Officer in the development and implementation of the strategic plan, program development, PAL corporate image and branding, and market position of PAL.
- The ED manages all civilian staff, setting a positive and cooperative tone for the direction of the organization and its interaction with all PAL departments, the PAL Police Unit, Board, committee members, donors and volunteers, and the community at large.
- In partnership with the Director of Programs and Education, the ED plans and implements out-of-school programs and evaluative measures to maximize PAL's impact and the contributions given to PAL.
- In partnership with the Commanding Officer and Board Chair, the ED serves as the public face of PAL in the community through a variety of community events, as well as in the media and social media.



- The ED evaluates, oversees, and guides all communications and public relations.

CANDIDATE PROFILE: COMPETENCIES AND KEY SELECTION CRITERIA

Compelling candidates will possess the following competencies, skills, and expertise:

- **Mission Commitment and Alignment:** Demonstrated genuine passion for, authentic alignment with, and embrace of PAL's mission, with an emphasis on its impact on youth for the City of Philadelphia. The successful candidate must understand PAL's work has significant impact on the Philadelphia community overall, and specifically on the children, families, and neighborhoods where PAL Centers are located while appreciating the nuances of the economic, cultural, and social issues impacting certain communities.
- **Leadership Expertise and Credibility:** A minimum of 10 years of experience with a work history evidencing leadership, imagination and initiative. Proven track record managing finance, operations, fundraising, and human resources functions in managing and leading day-to-day operations of an organization. A strong working knowledge of best practices in youth-serving and after school non-profit management is highly preferred.
- **Fundraising Growth:** Proven experience cultivating, and soliciting private donors, foundation and corporate supporters, local, state, and federal governmental sources. With a can-do attitude, the person must be energized to develop relationships and to secure financial support from a wide variety of sources.
- **Data Driven and Metrics-Focused:** There is a need to track PAL's impact in a more robust way. The person must be data-driven and results-oriented with an ability to evaluate an organization's influence and reach.
- **Embracing Diversity, Equity, and Inclusion Initiatives:** Proven experience promoting meaningful and impactful DEI activities with a focus on increasing community and belonging. The person must be sensitive to the needs of children and families from diverse cultural and economic backgrounds.
- **Staff Leadership:** A collaborative, hands-on, team-oriented, mature, engaging, innovative, and servant leadership style able to inspire a committed staff. The executive director must lead by example, be accountable, and exercise good judgment. Ability to attract highly qualified and driven employees.
- **Business Savvy and Financial Acumen:** Proven experience and ability in budgeting process (operating and capital) and fiscal management.

- **External Persona and Communication Skills:** The person must be confident and effective serving as the public face of PAL in a collaborative manner. Acting as a brand steward, the person must possess excellent written, verbal and listening skills with an ability to present to diverse internal and external audiences in ways that inspire and motivate others.
- **Interpersonal, Engagement, and Relationship-Building Skills:** With an ability to develop relationships with internal and external constituencies, the person must be thoughtful, collaborative, emotionally-intelligence, politically astute with an ability to navigate city and state government, and relationship-oriented. The person must also possess excellent influencing and consensus-building skills and abilities.

A Bachelor’s degree is highly preferred, and an advanced degree and/or non-profit management certificate desirable. Non-degree candidates with significant career experiences aligned with the position qualifications will be considered.



PROCESS TO APPLY

PAL is an Equal Opportunity employer and does not permit discrimination based on race, color, religion, national origin, sex, age, disability, sexual orientation, gender identity, veteran, marital, or any other status protected by law. PAL is proud to be an affirmative action and equal opportunity employer and encourages applications from members of under-represented and disadvantaged communities and groups.

PAL has retained the services of Lincoln Leadership (www.lincolnleadership.co) to conduct this search. For those interested in the search or who want to recommend someone for the role in confidence, please contact Andrew C. Wheeler, Founder & President, at 267 257-1910 or awheeler@lincolnleadership.co. Review of candidate materials will begin immediately and will continue until the position is filled. For best consideration, please apply by **October 15, 2024**.