



Access, Awareness and Achievement



Developmental Evaluation and Adjustment Facilities, Inc. (DEAF, Inc.)

Executive Director Job Prospectus

215 Brighton Ave, Allston, MA 02134

Organization Profile

Mission

DEAF, Inc. inspires people to achieve personal and professional goals through accessible programs and services. We build bridges across communities by increasing communication access and awareness.

Access, Awareness, and Achievement for Deaf, DeafBlind, Hard of Hearing, and Late-Deafened People

Core Values



Community-driven:

We believe in and actively support the rights of Deaf, DeafBlind, Hard of Hearing, and Late-Deafened people to decide and achieve their goals, and participate in determining the focus of programs and services at user, staff, and Board levels.



Access:

We are committed to full communication access for all, and promote individual access to the services and opportunities in the larger community.



Self-Determination:

We support individuals in determining, for themselves, their appropriate personal and professional goals.



Equity:

We create an environment where people increasingly take charge of their lives and actively participate in the leadership of the organization. We encourage staff to be active participants in the leadership of the organization.



Mutual respect:

Respect among and between everyone is core to the success of our values and work.



Organization Summary

Founded in 1977, DEAF, Inc. is the only Massachusetts community-based, multi-service nonprofit run by and for Deaf (Deaf, DeafBlind, Hard of Hearing, and Late-Deafened) adults. DEAF, Inc. is founded on the principle of self-determination and the rights of Deaf people to identify their own goals and follow through on achieving them, taking increasingly independent charge of their lives.

To fulfill our mission, we offer educational programs; health literacy, access and support services; independent living programs, information and referrals; advocacy; and accessibility services in a Deaf-affirmative environment. People come to DEAF, Inc. to develop skills, learn about the benefits and services available to them here and in the wider community to improve their health, develop their economic stability and personal independence in order to become fully participating members of the larger community through education, employment, and community and political involvement.

All our programs are designed to meet the communication and cultural needs of the diverse members of the Deaf community, and provide links to partner agencies offering resources and direction. DEAF, Inc. serves as a vital community focus for members of the Deaf communities we serve. We are committed to equity and inclusion, including, but not limited to racial justice and addressing the diversity of language skills and communication modes in our community. We use a variety of communication access services and technologies for outreach, to deliver services, for advocacy and education, and community events.

DEAF, Inc. is one of the largest private employers of Deaf, DeafBlind, Hard of Hearing, and Late-Deafened people in Massachusetts. A peer-based organization, DEAF, Inc. is committed to hiring staff that reflects the community we serve. Approximately 92% of staff is Deaf, DeafBlind, Hard of Hearing, or Late-Deafened, including our Executive Director, Director of Finance and Administration, and our program directors. All direct-service staff members are proficient in various communication methods so they can communicate directly with the people we serve, to assess their needs and goals, and work with them to identify services to achieve these goals.

Organization Programs

Underlying all our programs is our mission to inspire people to achieve their goals. We are committed to serving the most underserved and isolated members of the Deaf community in a Deaf- friendly environment, and to increasing the visibility of Deaf, DeafBlind, Hard of Hearing, and Late-Deafened people to the mainstream professional and other communities of Massachusetts.

DeafBlind Community Access Network (DBCAN)

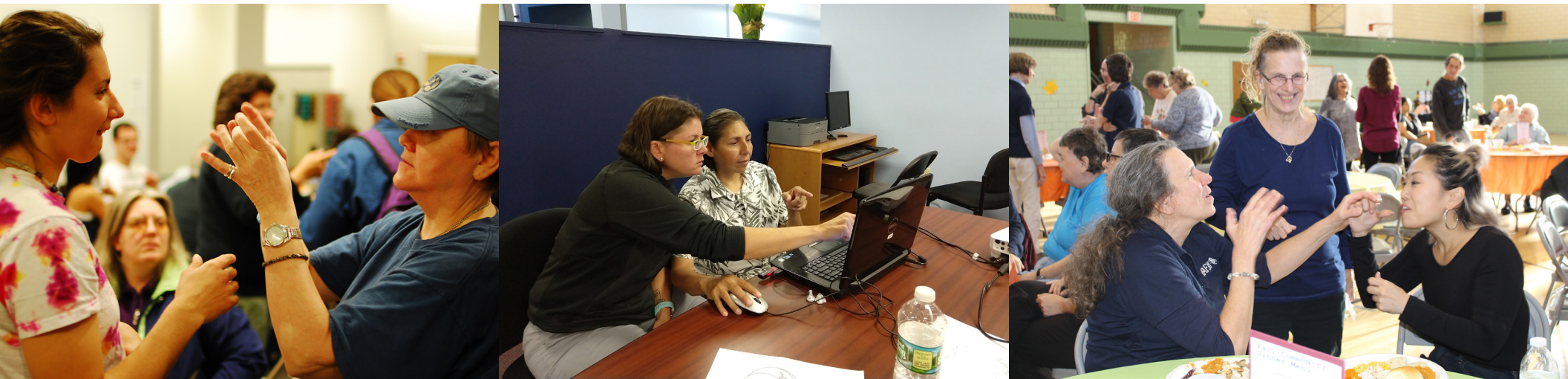
DBCAN empowers DeafBlind adults across Massachusetts to increase and maintain their independence in the community. We serve DeafBlind adults who are referred by the Massachusetts Commission for the Blind.

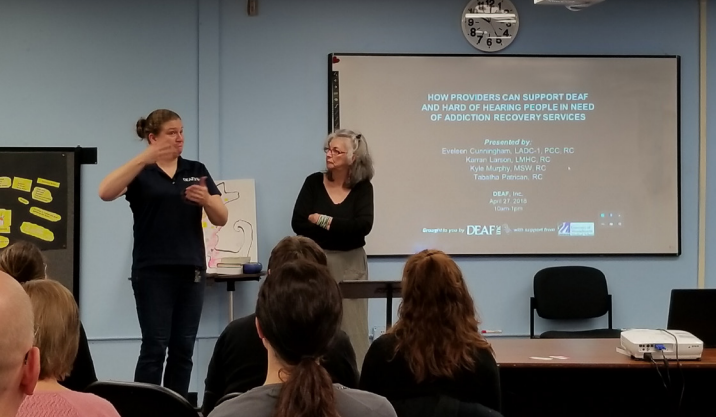
DBCAN trains sighted DBCAN Providers who are Deaf, Hard of Hearing, Late-Deafened, and Hearing. DBCAN Providers receive training on providing respectful guiding, one-on-one communication and visual information support for DeafBlind adults who want to go shopping; exercise; deal with their mail; keep appointments; attend civic, social, religious, recreational and educational events; and the like.

To help build bridges across communities, DBCAN also educates the wider community about the DeafBlind experience, different kinds of blindness and vision loss, communication styles and modes, and more. We have provided training for businesses, and other nonprofit and service agencies, high-schools, universities and colleges (for their faculty, staff, and students).

Deaf and Hard of Hearing Independent Living Services (DHILS)

We provide training and support services to help Deaf and Hard of Hearing adults and seniors in eastern Massachusetts to acquire the skills, information, services, and referrals they need to live independently.





Senior Independent Living:

We provide information, access to appropriate assistive technologies, and advocacy to enable seniors to remain independent and safe in their own homes for as long as possible.

Deaf Health:

We provide health access support services; specifically medical case management, and advocacy for access to health information and to navigate the health care system, and basic health education, including harm reduction and self-management of chronic health conditions.

Assistive Equipment Program:

We provide access to federal funds to acquire appropriate assistive technologies and funding options available to meet individual needs, and training so Deaf and Hard of Hearing users can get more effective use hearing aids, telephone amplifiers, assistive listening devices, visual or vibrating fire alarm and baby cry signaler, and other assistive technologies to improve their lives.

Deaf Parents' Support Group:

Led by a Deaf parent for other Deaf parents, our parenting group provides advocacy, peer support, parenting skills training, social events, workshops, and support with schools and state agencies. Parents share effective ways to address issues they face raising their children (Deaf and Hearing) from infancy through teens. We also provide individual support to parents.

American Sign Language (ASL) Program

We offer fee-for-service sign language classes (American Sign Language and foreign sign languages, including Russian Sign Language and Japanese Sign Language), culture classes, one-on-one and small group tutoring, workshops, and monthly ASL social events.

Our ASL Program offerings are available online as well as in-person (as safety permits). The program is open to students across Massachusetts, in states across the country, and internationally. We also offer customized ASL and Deaf culture classes for businesses, human services providers, state agencies, and schools.

Community

DEAF, Inc. reaches out to and serves Deaf adults and seniors (ages 18 and up), regardless of physical, cognitive, or emotional disabilities; sex; gender; race; ethnicity; immigration status; country of origin; religion; sexual orientation; or employment status. Our community is racially diverse. The vast majority is economically and educationally disadvantaged. There is also diversity in terms of language skills and communication modes. Approximately 47% of the people we work with use American Sign Language (ASL), including close vision, tactile and ProTactile sign; 12% use other sign languages; 38% use a mix of English, sign, and oral communication.



In recent years, we have seen an increase in the number of older adults (over the age of 60) requesting services. Roughly 50% of the adults we serve are 60 and older. We serve culturally Deaf older adults and older adults coping with age-related hearing loss. Many of the needs of seniors tend to be similar despite cultural differences. Late-Deafened seniors tend to need more support to adjust to the hearing changes and new challenges they experience, and to learn about, acquire, and use assistive technologies that can help ensure their continued independence, health and safety.

While the majority of the people we serve are economically and educationally disadvantaged, we also offer evening classes, workshops, and events that attract a wider community, including Deaf professionals and working parents. We work with state agencies, businesses, and nonprofits to improve hearing professionals' interactions and work with our community through professional development training on the diversity, culture, and language of Deaf, DeafBlind, Hard of Hearing, and Late-Deafened people we serve.

DEAF, Inc. has close relationships with many colleges and universities in the area, including Boston University, Northeastern University, Harvard University, Brown University, Tufts, and Northern Essex Community College which have ASL classes and ASL/English interpreting programs, Deaf Education programs, and the like, as well as other colleges and universities whose students are interested in volunteering at DEAF, Inc. events.

We also have a close partnership with the interpreter community of Massachusetts. Interpreters are allies to the wider Deaf community and other Deaf-centric programs. They are important stakeholders who participate in and often volunteer for DEAF, Inc. community events, and often donate financially, as well as in-kind, to ensure our accessible services remain available and free.

Geographical Location

DEAF, Inc. has 5 offices in eastern Massachusetts. All our offices are fully accessible and can be reached on public transportation.

Boston Office

Our main office is located in the Allston neighborhood just a few miles from downtown Boston. Our administration is here, as are DBCAN, Independent Living, and the ASL Program. DEAF, Inc.'s Allston office is also the home of the DeafBlind Community Center and the New England Region of Helen Keller National Center. We host community events at our office and have a history of inviting partner organizations to offer workshops and events there in the evenings or weekends. DEAF, Inc. is well-known as a Deaf- and DeafBlind-positive space, a familiar space where members of our diverse community feels welcome.

Cape & Islands Office

DEAF, Inc. shares office space with Cape Organization for Rights of the Disabled (CORD) in Hyannis, the largest town on the Cape Cod. The Cape is known for its beautiful beaches whale watches, and more. The famous islands of Nantucket and Martha's Vineyard are accessible by ferry from Hyannis. DEAF, Inc.'s Hyannis office provides Independent Living Services, particularly senior IL services, and events to the Cape Deaf community.

North Shore Office

Located in the Witch City, DEAF, Inc.'s Salem office, offers Independent Living Services. Our Salem office is easily accessed by train and short walk to the north shore. Another coastal city, Salem has its own beaches and easy access to nearby towns and beaches on the North Shore.

Northeast Office

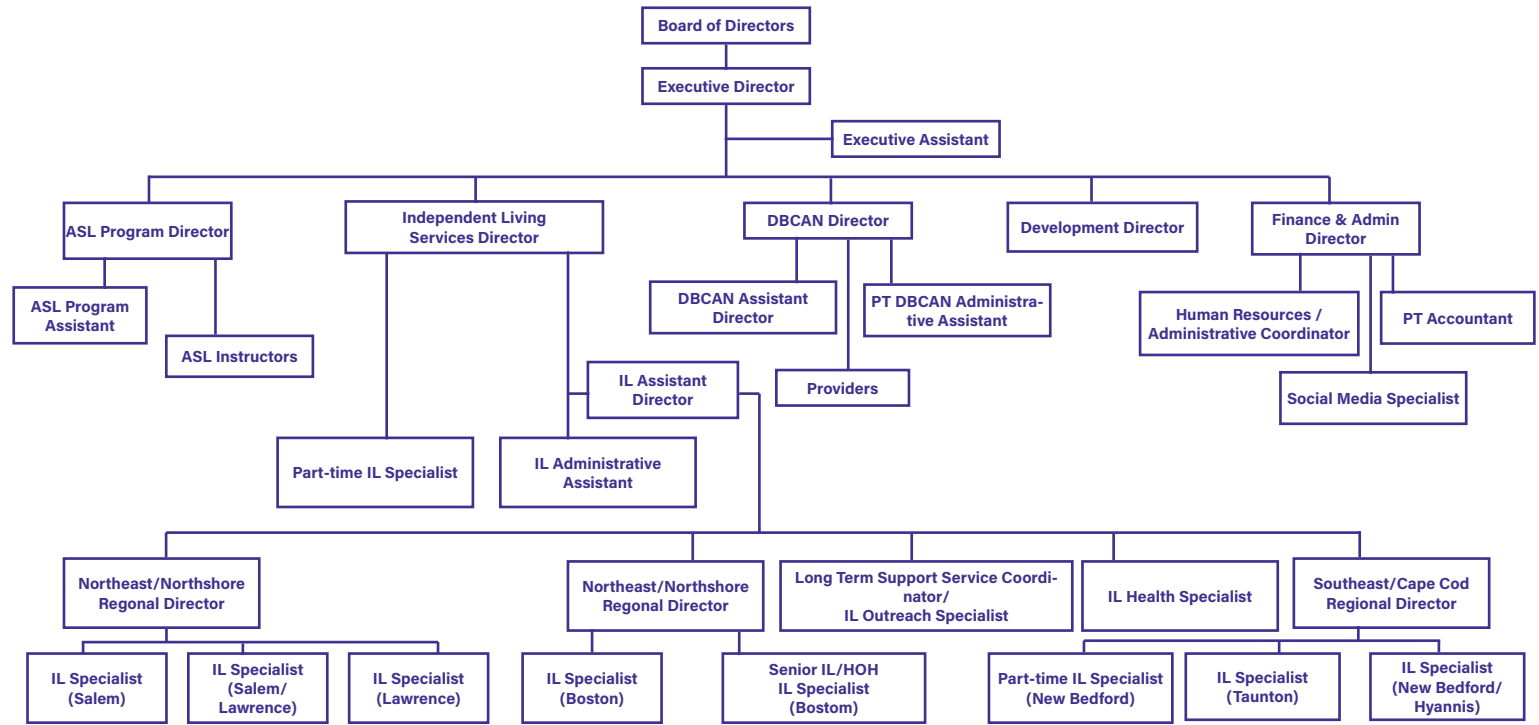
Our Northeast office, located in the historic mill city of Lawrence along the Merrimack River in the scenic Merrimack Valley, with open spaces for easy access to coastal beaches for water sports. Greater Lawrence has a large multinational community, with many Spanish and Southeast Asian immigrants. The Northern Essex Community College, which offers an ASL interpreting program, is near DEAF, Inc.'s office. Our Lawrence office, in a renovated mill factory building, with restaurants, business, a health clinic, and river walks, offers Independent Living Services and events, and ASL Program classes.

Southeast Office

DEAF, Inc.'s office serving the communities of the southeast is located in the historic city of New Bedford. New Bedford has a proud history as a center of the fishing industry. The Whaling Museum brings its history to life. New Bedford boasts a strong Portuguese community and culture, including traditional and inspired cuisine. The city promotes local artists with opportunities to show and sell their work. The New Bedford Harborwalk offers the chance to see wildlife along its 2.6 mile coastal route. Our office provides Independent Living Services and events for the Deaf community spread across the southeast area.



Boston Office



Board & Strategic Plan

DEAF, Inc.'s majority-Deaf Board of Directors oversees and approves DEAF, Inc.'s strategic plans, annual budgets, fund-raising plans, and any contracts entered into to support community needs. We strive for diversity, first and foremost, in terms of hearing loss and hearing, as well as race, ethnicity, sex/gender, economic diversity, as well as a variety of skills. We seek to include Board members who have strong business connections, thereby increasing DEAF, Inc.'s visibility in Massachusetts's professional fields and assist in outreach to the private sector. The DEAF, Inc. Board has decided to hold off on the development of a new Strategic Plan until the next Executive Director is hired, so the new leader is part of the development of the plan.

Fiscal Affairs

DEAF, Inc. remains strongly committed to maintaining fiscal stability. We adhere to a strong, conservative fiscal policy and make all budget decisions based on our commitment to our mission, and with the goals of our community and other stakeholders clearly in mind. DEAF, Inc. pursues diverse funding sources, including federal, state, and local contracts, grants from private and corporate foundations, collaborating on grants with partners, and donations from individuals, sponsorships, and in-kind contributions. Strong partnerships with other organizations are important for ensuring project and agency sustainability. These relationships enable us to reach more Deaf adults, and increase recognition of DEAF, Inc. across the Commonwealth, which in turn supports sustainability for our services. Our fee-for-service ASL Program generates unrestricted revenue. Visibility and support for our classes recently increased significantly.

Themes from Focus Group | Leader Profile

Reimagine DEAF, Inc. Services

The new Executive Director of DEAF, Inc. will continue to uphold as well as advance the agency's program, including the Independent Living Services program and (its suite of projects and services), the DeafBlind Community Access Network (DBCAN), the ASL Program, and our service model, and the agency's commitment to the rights of Deaf, DeafBlind, Hard of Hearing, and Late-Deafened people to decide for themselves their goals and how to achieve them through self-determination, self-reliance, and equal access. In addition, the community wishes to preserve the strong sense of Deaf culture at the agency, through programs, and the commitment to hire qualified Deaf professionals. This leader must be innovative and have the ability to identify new community needs, industry trends, and employ creative approaches to expand and offer unique programming designed to meet the needs of Deaf, DeafBlind, Hard of Hearing, and Late-Deafened stakeholders in particular those who identify as BIPOC and LGBTQ. This foundation will be built upon a deep commitment to staying attuned to the community's needs and diligently seeking input and insight to position the organization for long-term and sustainable impact.

Connect and Engage with Diverse Communities

The Executive Director will be a role model by actively engaging and working with a wide range of diverse community members, including but not limited to hearing levels, race/ethnicity, disability, socioeconomic status, sex, gender identity, sexual orientation, immigration status, religious beliefs. The leader must exhibit a clear understanding of social justice issues and be attentive to the needs of Deaf BIPOC and LGBTQ communities, language-deprived Deaf people, Late-Deafened people who may communicate in written English, and Deaf communities with disabilities. DEAF, Inc. is proud of its DeafBlind programs and support for the DeafBlind community. The new Executive Director must be familiar with the DeafBlind community's needs and be fully engaged in interacting with and learning from DeafBlind people.

There is a strong pride within the state with regard to its unique relationships among communities and diversity in geographical needs. For instance, the Deaf, signing, and interpreter communities in many areas consider themselves to be closely integrated and enjoy deeply personal and genuine partnerships. Furthermore, the needs of individuals from different geographic areas in Massachusetts significantly differ from each other. The new Executive Director will need to tailor their approach to leading DEAF, Inc. by learning about and embracing the Massachusetts relationships and collaboration.

Expand Funding and Programming

DEAF, Inc. seeks an Executive Director who will cultivate relationships with funders, state officials, and current/potential partners that will then lead to more services and programs statewide. This will require an Executive Director who is personable, committed to building relationships, and capable of articulating the importance and impact of DEAF, Inc.'s work. The optimal candidate will have experience in successfully raising funds and capturing large grants, and strengthening relationships with government agencies, private foundations,

major donors, and other funding sources. This candidate will also have a strong understanding of the medical funding system, including Medicaid/MassHealth, Medicare, and similar Federal and state programs, and how DEAF, Inc. can position itself to utilize these sources of funding, which we currently do not use to provide, existing and future services. In addition to innovating new service programs and pursuing funding opportunities, the ideal Executive Director will also boldly lead the organization toward successfully implementing them. This requires the leader to demonstrate experience in building programs that have met and exceeded expectations.

Create a culture of learning and empowerment

The next DEAF, Inc. Executive Director will support a culture that encourages staff members to grow as leaders, and celebrates and recognizes staff achievements and contributions. DEAF, Inc.'s new leader will build on a community that is resilient and supportive of each other by fostering and promoting a strong culture of integrity and trust. The new Executive Director will be a unifying force - someone who is visible, approachable, and open-minded. To ensure DEAF Inc.'s commitment to high-quality service, the new Executive Director will invest in the organization's staff through professional development, new technology, and an evaluation system that recognizes and supports individual staff members and tracks department progress.

The new leader will take time to learn about the organization, its programs and the people served. The leader will fully appreciate and be able to articulate the history and legacy of DEAF, Inc. that brought it to where it is today, extending respect to those who built the organization. This will guide the Executive Director in identifying ways for DEAF, Inc. to become more efficient and agile, and encourage staff member engagement and growth. The Executive Director will also ensure that internal standards and accountability are upheld across programs and locations.

Optimize the organization for success

DEAF, Inc. serves a wide range of Deaf, DeafBlind, Hard of Hearing, and Late-Deafened adults throughout the Commonwealth of Massachusetts. To meet the needs of its stakeholders and maximize growth opportunities for the organization, the new Executive Director will be expected to evaluate organizational structure and resources, and then cultivate ideas and innovation that showcase DEAF, Inc. as a model that combines community building and service delivery. This process begins with the development of an ambitious and clearly defined vision for the future followed by the development of strategic priorities and a plan. The leader is then expected to bring the staff together in building ownership and align programs across the agency to attain these goals.

Emphasis on partnerships and visibility

The community in Massachusetts has many strong and respected organizations of, by, and for Deaf, DeafBlind, Hard of Hearing, and Late Deafened people, and yet many perceive DEAF, Inc. and its Executive Director as one of the more important Massachusetts organizations that represent the Deaf, DeafBlind, Hard of Hearing, and Late-Deafened community's needs and aspirations. As such, the Executive Director will focus on building and enhancing an external-facing role, entrusting management and daily operations to internal leaders and staff. This includes growing DEAF Inc.'s presence and reputation within and beyond the Deaf, DeafBlind, Hard of Hearing, and Late-Deafened communities, including with businesses and employers, health care providers, higher education institutions, service partners, and other entities that support and provide services to the Deaf, DeafBlind, Hard of Hearing and Late Deafened communities. The new Executive Director is also expected to engage with DEAF, Inc.'s stakeholders across the state, maintaining an understanding of location- and community-specific needs.

THE IDEAL EXECUTIVE DIRECTOR OF DEAF, INC. WILL:

Work closely with other agencies and organizations throughout the state

Communicate effectively and frequently both within the organization and externally

Be a leader that inspires

Bring strategic direction and vision, while trusting team members to carry out the work

Invest in staff members' ongoing professional growth

Actively engage with and listen to the wide range of DEAF, Inc.'s stakeholders

Maintain a focus on diversity, equity, and inclusion throughout their work

Diversify the organization's funding and resources

Be savvy with current and new technologies and how to capitalize on them

DEAF, Inc.

Frederick C. Schreiber Center

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The DEAF, Inc. community
is looking for you!



Executive Director | Position Specifications

Developmental Evaluation and Adjustment Facilities, Inc. (DEAF, Inc.) seeks an Executive Director with demonstrated leadership and non-profit management skills, with the ability to inspire Board members and staff, secure new sources of funding, cultivate donor relationships, and work with the community to develop and implement a strategic vision. This position requires a skilled communicator with the capacity to develop, articulate, and fulfill a compelling vision, and to embrace the public visibility that leadership requires.

The Executive Director is responsible for overall agency operations including overseeing fiscal management, personnel, funds development, and public relations in a vibrant multi-service, multi-site nonprofit agency operated by and for Deaf, DeafBlind, Hard of Hearing, and Late-Deafened people and hearing allies.

Key Duties and Responsibilities:

Board Administration and Support:

- Report to the Board of Directors, work closely with the Board President, and serve on the Board as a non-voting member
- Partner with the Board in creating and implementing the long-term vision and sustainability of the organization

Program, Product, and Service Delivery:

- Work with the Management Team to oversee the creation, planning, delivery, and evaluation of programs and services consistent with the agency's mission

Financial, Tax, Risk and Facilities Management:

- Work with the Administration/Finance Director to develop an annual agency budget, and analyze and monitor the financial performance of the agency of a \$2.2+ million budget
- Maintain agency compliance, accountability, reporting, and service delivery performance in accordance with state and city contracts and IRS requirements
- Maintain facilities operations, including security, technology, safety, and lease management

Human Resource Management:

- Maintain personnel management and staff development procedures and competitive benefits planning
- Oversee employee performance evaluations
- Support staff leadership through effective recruitment, hiring, training, and development of staff
- Ensure diversity, equity, and inclusion, actively recruiting and supporting BIPOC, LGBTQ, and Deaf, DeafBlind, Hard of Hearing, and Late-Deafened staff
- Maintain an ASL and communication barrier-free, safe, and inclusive environment agency-wide

Community and Public Relations:

- Work with Deaf, DeafBlind, Hard of Hearing, and Late-Deafened people from all cultural, racial, ethnic, sexual orientation, and gender identities to promote equity, social justice, access to communication and services, and development of services that support independence, education, employment, health, safety, and community well-being
- Establish effective and collaborative working relationships with government agencies, service providers, businesses, and community-based organizations

Fundraising and Business Development:

- Partner with staff and Board to secure DEAF, Inc.'s annual \$2.2+ million budget by developing and implementing a plan that includes earned income, corporate, foundation, government; and event funding streams
- Identify and develop prospective partnerships for expansion and support of programming
- Maintain collaborative and effective relationships with current, past, and potential funders from government, nonprofit, and corporate sectors
- With the Board and Development department, develop and implement a comprehensive fundraising development plan

Minimum Qualifications:

- Deaf, DeafBlind, Hard of Hearing or Late-Deafened person
- Fluency in American Sign Language
- Experience with earned income, grant and contract management, program planning, and staff supervision
- Knowledge of multicultural Deaf community needs
- Demonstrated leadership in a diverse agency
- Experience communicating with Deaf, DeafBlind, Hard of Hearing and Late-Deafened community and hearing allies

Preferred Qualifications:

- Master's degree in Human Services, Social work, Nonprofit Management, or related field and 5+ years of demonstrated experience in human service administration especially in the nonprofit sector
- Fluency in written English
- Experience with strategic planning development and management
- Experience with legislative advocacy
- Experience with implementing anti-racist and anti-bias initiatives and ability to maintain a supportive diverse environment
- Proficiency with fundraising and utilizing fundraising technology and applications

DEAF, Inc.'s new Executive Director will launch a 3-year strategic planning process during the first 12 months. We are seeking an action-oriented self-starter, who will energetically advance the goals and objectives of DEAF, Inc., which has served this community for 44 years.

DEAF, Inc. offers a competitive salary commensurate with experience, and an excellent benefits package that includes a 401k, generous vacation, generous health and dental insurance benefits, and employer-paid short-term and long-term disability and life insurance.

DEAF, Inc. is an Affirmative Action/Equal Opportunity Employer. We are actively seeking a diverse pool of Deaf, DeafBlind, Hard of Hearing, and Late-Deafened candidates and encourage BIPOC, LGBTQ people, and women to apply. The selected Executive Director will complete a Criminal Offense Record Investigation (CORI) as a part of their conditional job offer.

How to Apply

PLEASE SEND ALL QUESTIONS, NOMINATIONS, AND APPLICATIONS TO:

Shane Feldman, Chief Executive Officer
Innivee Strategies, Inc.
deafincsearch@innivee.com | Phone: 443-430-0166

All applications submitted by **Wednesday, June 30, 2021**, will receive full consideration.

The DEAF, Inc. Search Committee will keep information from and about applicants and candidates in strict confidence.

Application materials should include a cover letter, resume, and three references.

DEAF, Inc. is an Affirmative Action Equal Opportunity employer. Deaf, DeafBlind, Hard of Hearing and Late-Deafened persons, women, veterans, people of color, and persons with disabilities are encouraged to apply.