

Executive Search Specification

Community Action Partnership of Ramsey & Washington Counties



Community **Action**
Partnership of Ramsey
& Washington Counties

Executive Director

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OPPORTUNITY

If you have a passion for empowering people to improve their wellbeing, you might be the next Executive Director of the Community Action Partnership of Ramsey & Washington Counties (CAPRW). We are looking for a servant leader who works tirelessly to develop the community they support. This leader is focused on what they can do with the community instead of what they can do for the community. This is a proven and successful leader that maintains a servant's heart and thus encourages their teams and stakeholders to do the same while empowering the community they serve.

The next Executive Director of the Community Action Partnership of Ramsey & Washington Counties (CAPRW) will have the opportunity to lead one of the largest Community Action organizations in the country. This is a long-standing organization in excellent operational and fiscal health. CAPRW is an important player in the social service ecosystem that is able to do large scale work with multi-county impact. This is an opportunity to utilize existing infrastructure to take the organization to the next level in terms of executing our vision and collaborating with/rooting into the community. With an annual budget of over \$30 million the work of this organization has a significant impact on the lives of the low-income population that it serves. The next Executive Director will have a high profile on major issues in the community. This is an exciting opportunity for a leader experienced with Social Service nonprofits to move this established and well-respected organization to the next step in its evolution.

ORGANIZATION

CAPRW began its part of the War on Poverty in 1964 when St. Paul Mayor George Vavoulis and United Way Planner William Hoffman traveled to Washington D.C. to request funding from the newly created Office of Economic Opportunity. With the funding approved, Ramsey County Citizens Committee on Economic Opportunity (RCCCEO) was created, and William Hoffman became its first executive director. In late 1970, the board of directors changed the agency's name to Ramsey Action Programs, Inc. to emphasize the agency's role in taking strong actions against funding cuts that targeted programs for low-income people, establishing new programs including Senior Nutrition and FARE Share, and expanding existing programs like Head Start and community organizing. At the end of 2004, Ramsey Action Programs, Inc., signifying a refocused agency strategy as a community catalyst for change, became Community Action Partnership of Ramsey & Washington Counties. No matter what its name, the agency has always been very

CAPRW by the Numbers

49,780

People Who Received Utility Bill Assistance

1,622

Children Enrolled in Head Start & Early Head Start

245

Household's Energy Efficiency Improved Through Home Weatherization Services

1,743

Workers Provided with Transportation Support Including Vehicle Loans, Repair Grants and Transit Passes

deliberate in maintaining the participation of low-income citizens—on its Board of Directors and on the Head Start Policy Council—ensuring that they have a part in decision making, public policy and leadership development. More than five decades after its ambitious beginning, they are still working at the task; the War on Poverty is not yet won. CAPRW continues to voice the issues of the low-income sector and to provide avenues out of poverty.



POSITION

In partnership with the Board of Directors, the Executive Director is responsible for the success of Community Action, the accomplishment of its mission and accountability to its funders, stakeholders, and the communities it serves. The Executive Director is responsible for delegating authority to implement policies and set annual goals and objectives approved by the Board of Directors to his/her senior leadership team members. The Executive Director provides information, counsel, and other assistance as may be required by the Board as it carries out its governance functions. This is of particular


importance now with a number of new board members and board leadership recently elected. With 9 direct reports, the Executive Director provides executive level oversight and works with the board to provide the strategic direction of the organization.

Position Description

The duties of the Executive Director can be broken down into five key areas:

- **Governance and Leadership**
 - Fosters effective teamwork between the Board and the Executive Director and between the Executive Director and staff.
 - Works with the Board President to enable the Board to fulfill its governance functions, which includes acting as a professional advisor to the Board of Director on all aspects of the Agency's activities, and keeping the Board informed of the Agency's condition.
 - Together with the Board, ensures the agency has a clear mission, vision, and long-range strategic plan. With the Board President and Board Executive Committee, focuses Board attention on long-range strategic issues.
 - Supports the Board's due diligence process by assuring timely attention to core issues, keeping the Board fully informed on the condition of Agency, and identifying, assessing, and informing the Board of Directors of internal and external issues that affect the Agency.
 - Helps the Board monitor and evaluate the Agency's service outcomes and effectiveness in conducting its mission. Identifies problems and opportunities and addresses them; brings those which are appropriate to the Board and/or its committees and facilitates discussion and deliberation.
 - Ensures that existing Agency policies are reviewed annually and that recommended policy changes are brought to the Board as appropriate.



- Works with the Board in the recruitment and development of representatives for the Board and its committees as established in the bylaws.
 - Provides support to the Board by working with the Board President in preparing meeting agenda and providing supporting materials.
- **General Management and Administration**
 - Provides general oversight of all Agency activities. Manages the day-to-day operations, and assures a smoothly functioning, efficient organization. Assures the filing of all legal and regulatory documents and monitors compliance with relevant laws and regulations.
 - Instrumental in developing new programs and initiatives consistent with the strategic plan. Develops an operational plan which incorporates goals and objectives consistent with the strategic direction of the organization. Ensures that the Agency's programs and services contribute to its mission and reflect the priorities of the Board and expectation of funders.
 - Assures program quality, cultural competence, effectiveness and organizational stability through development and implementation of standards and controls, systems and procedures, and regular evaluation.
 - Identifies and evaluates the risks to the Agency's clients, staff, management, volunteers, property, finances, goodwill, and image. Implements measures to control risks, drafts policies for the approval of the Board and prepares procedures to implement the organizational policies; reviews existing policies on an annual basis and recommend changes to the Board as appropriate.
 - Keeps abreast of developments in Community Action agencies, non-profit management and governance, philanthropy, and fund development.
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- **Financial Management and Fundraising**
 - Oversees the fiscal activities and ensures the fiscal vitality of the organization through monitoring and reporting on budgets, accounting procedures, grants, capital assets, and audits. Ensures that the Agency's accounting and financial policies and procedures are current and followed and that the organization complies with all laws and regulations governing its financial operations.
 - Works with the Board to secure adequate funding for the Agency's operation and support of the short and long-term goals. Works with staff and the Board (Finance Committee) to prepare a comprehensive budget.
 - Provides the Board with regular reports on the revenues and expenditure of the organization.

- Administers the funds of the organization according to the approved budget and monitors the monthly cash flow of the organization Approves expenditures within the authority delegated by the Board and the Agency’s Accounting and Financial Policies and Procedures.
- Assures an effective fund development program; explores funding sources, oversees the development of fund-raising plans and funding proposals. Drives fundraising strategies and campaigns.
- Promotes programs and services that are produced in a cost-effective manner, employing economy while maintaining an acceptable level of quality.

- **Personnel Management**

- Models leadership behaviors that lead to a productive, professionally competent workforce in an environment respectful of personal wellbeing and cultural diversity.



- Oversees the implementation of the human resources policies, procedures, and systems, including compensation and benefits, performance management, and labor/management relations.
- Determines staffing and financing requirements for organizational management and program delivery. Specifies accountabilities for management personnel and evaluates performance regularly.
- Assures a work environment that recruits, retains, trains, evaluates, and supports quality staff and volunteers.
- Disciplines staff when necessary, using appropriate techniques and following procedures; terminates staff when necessary, using appropriate and legally defensible procedures.
- Maintains a positive, healthy, and safe work environment in accordance with all appropriate legislation and regulations.

- **Legislative, Advocacy, and Public Relations**

- Serves as chief spokesperson for Community Action to ensure that its mission and position is properly presented to the public and media.
- Acts as liaison to all levels of government, providing testimony, advocacy plans, and recommendations for positions on issues to further Agency goals.
- Establishes good working relationships and collaborative arrangements with community groups, agencies, funders, policy makers, and other key constituencies to help achieve the goals of the organization.

QUALIFICATIONS

The next Executive Director must display the following leadership competencies that are essential to success in the environment in which CAPRW operates:

- **Relationship development** – High self-awareness and how that relates and impacts relationships with others. Ability to mentor effectively. Fostering team play, caring and respect for others.

- **Self-awareness** – A balanced leader who is self-composed and displays selflessness, curiosity, and a willingness to learn.
- **Authenticity** – Displays instantly recognizable integrity and courageous authenticity.
- **Systems awareness** – Ability to understand the connectedness of business systems, organizational systems, and teams. A concern for the community, and all variations of sustainability.
- **Achievement orientation** – Decisiveness, purposeful and visionary – all together. Ability to achieve results while maintaining a strategic focus.



Professional Experience and Education

The successful candidate will have the following:

- Bachelor's degree in management, business administration, community organization, one of the social sciences or a related field
- Ten years successful work experience in a supervisory or administrative capacity
- Deep understanding of the population that CAPRW serves, with the proven ability to connect with people and communities to improve their wellbeing. Experience working with a board of directors
- Budget management experience
- Strong public speaking skills
- Strong Personal Computer Skills using Microsoft Word applications

The superior candidate will have all of the above plus the following:

- Master's degree
- Ten years executive level experience
- Experience leading an organization that offers Head Start Services
- Executive level budget management responsibility
- Certified Community Action Professional (CCAP) certification
- Strong understanding of board governance
- Experience leading a large group of diverse yet related programming

Personal Attributes

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|-------------------------|---|
| • Strong leader | • Communicator |
| • Strategic | • Entrepreneurial |
| • Advocate | • Spokesperson |
| • Strong Presence | • Ethical |
| • Catalyst | • Change Agent |
| • Team Builder | • Community Focused |
| • Servant Leader | • Relationship Builder |
| • Active Listener | • Visionary |
| • Culturally responsive | • Strong understanding of the impact of poverty |

Performance Expectations

Success during the first year will be defined as:



- Building the organization’s senior leaders into a cohesive senior leadership team by creating energy and enthusiasm within the team. Team members will feel inspired, that they are on a mission and what they are doing is of significant importance.
 - Support the staff implementation group through the continued roll out of the Whole Family Approach. Serve as their executive champion both internally, with the board, and externally with community stakeholders. Serve as the voice and face of this new initiative for the organization.
 - Develop a plan for a fund development strategy outside of the normal federal funding sources within the first 12 months.
 - Develop and implement a method to inform the community, stakeholders, partners, and participants about the work of the organization at least quarterly.
- Work with the senior leadership team to develop an organization wide communication plan to include both internal (staff) and external (stakeholders, parents, and participants) communications including the results of a redesigned engagement survey.
 - Work with the senior leadership team to implement a new intranet solution.
 - Collaborate with the board of Directors to identify, create, and implement strategic plans to actualize business objectives.
 - Hire and integrate a permanent HR Director
 - Establish a culture of continuous improvement that promotes transparency and collaboration throughout the organization.

LOCATION

Bright Lights... Big City... Small Town Feel – The Twin Cities of Saint Paul and Minneapolis are a unique blend of a major city with all of the associated amenities but still retains that small town feel. St. Paul is the state capital and offers more of the small town feel than its sister city Minneapolis. Both cities have thriving urban cores with strong business and arts communities.

Minnesota has four distinctly beautiful seasons with more clear days than Miami, Pittsburgh, or Houston. Winter is fun with ice bars, ice castles, snowboarding, skiing, and snowmobiling. Minnesotans love their flowers and there are over 2,000 plant species that thrive in Minnesota. Minnesota is the land of



10,000 lakes so spring and summer are ideal for water recreation. With five national parks, 76 state parks and over 10,000 lakes, you will never run out of things to do. Between hiking, biking, trail running, skiing, snowboarding, swimming, fishing, and boating there is something to do every weekend in every season.



If your tastes run to the tastier, Minnesota is a foodie's paradise. Smithsonian Magazine wrote an article, "Why every food lover should visit the Twin Cities" discussing how the Twin Cities are creating a booming food scene that celebrates both the past and the present cultures that have so heavily influenced Minnesota.



If outdoors or the food scene is not what interests you, take heart in the fact that the largest, most extravagant mall in the world, the Mall of America (MOA®), is just a short public transit ride away in Bloomington. With over 520 stores and more than 10,000 employees there's something for everyone at MOA®. From fashion and food to tech and toys, they have what you're looking for — and then some. The Mall of America is visited by 40 million people from around the world each year and generates nearly \$2 billion in economic impact for the state.

In recent years Minneapolis and Saint Paul have become two of the most diverse cities in America. Almost six percent of the population identifies as LGBTQ, with many Twin Cities' organizations in arts, politics, culture, advocacy, and religious sectors serving the community. Minnesota's Somali community is one of the largest in the United States. Saint Paul is the heart of Minnesota's Hmong community as well and is home to the largest urban concentration of Hmong residents in the country. The West Broadway neighborhood in Minneapolis and the Rondo neighborhood in Saint Paul are home to African American businesses,

Photo credit: Meet Minneapolis arts and cultural institutions and restaurants.

Minnesota values the arts so much, it voted to fund it through a constitutional amendment. More theater seats are sold per capita in the Twin Cities than anywhere except New York City. With more than 40 venues there are magnificent musicals as well as local talent making statements in a variety of productions. The 1000-seat Fitzgerald Theatre acts as Minnesota Public Radio's largest broadcast studio. At 112 years old, the Fitzgerald is St. Paul's oldest theater. Museums such as the Minnesota African American Heritage Museum and Gallery, the Minnesota History Center, the Science Museum of Minnesota, and the Minnesota Children's Museum provide interactive learning facilities, permanent and changing exhibits, lectures, and events for all ages.

The area is home to 17 Fortune 500 companies. Minnesota was named one of the top ten states for business by CNBC and the 2nd best state for Working Dads and Working Moms by WalletHub. The area has been named in the US Top 10 for School Quality by Education Week. 53.4% of Minnesota teachers have Master's degrees. There are 36 Colleges and Universities in the 16-Conty metro area.

With a variety of urban and suburban neighborhoods, low cost of living, strong public transportation network, the Twin Cities are a great place to build a career and raise a family.

Visit www.makeitmsp.org for more info.

COST OF LIVING

MSP Ranks as one of the lowest cost of living in the U.S.

CITY	COST OF LIVING VS MSP	COST OF HOUSING VS. MSP
San Francisco	90%	252%
NY/Brooklyn	75%	220%
Seattle	49%	109%
Boston	44%	110%
Los Angeles	42%	134%
San Diego	41%	127%
Portland	25%	78%
Chicago	17%	53%
Denver	7%	35%
MSP	0%	0%
Dallas	-1%	3%
Atlanta	-5%	3%
Pittsburgh	-7%	-9%
Austin	-8%	-3%
Charlotte	-9%	-19%