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**community
Action[®]
of Eastern Iowa**

**CHIEF EXECUTIVE OFFICER
POSITION GUIDE**

August 2022

<https://www.caeiowa.org/>



POSITION: Chief Executive Officer

REPORTS TO: Board of Directors

LOCATION: Davenport, IA

MISSION

Community Action of Eastern Iowa respectfully partners with people to improve their health, finances, and education.

COMMUNITY

Community Action of Eastern Iowa cares about children, individuals, families, and neighborhoods. The vision is to make eastern Iowa a better place to live, work, and enjoy life.

The Quad Cities and eastern Iowa are great places to call home. U.S. News and World Report ranked the Quad Cities number four overall in the most affordable places to live in the United States. The Quad Cities is the largest metropolitan area on the Mississippi River between Minneapolis and St. Louis. Excellent school districts, thriving colleges, a booming housing market, the world headquarters of John Deere, hundreds of miles of bike and hiking trails, and more make the area unique.

ABOUT COMMUNITY ACTION OF EASTERN IOWA

Community Action of Eastern Iowa (CAEI) provides services to over 25,000 people every year. It is the Community Action Agency for Cedar, Clinton, Muscatine, and Scott counties in Iowa, and has been in business since the summer of 1965.

A 15-member volunteer Board of Directors leads the Agency, with a staff of about 175 committed people.



PROGRAMS AND SERVICES

Community Action of Eastern Iowa (CAEI) offers an array of programs and services to support families and individuals throughout the community.



- **Head Start and Early Head Start** programs provide high quality comprehensive early childhood services to qualifying children 0-5 and their families to achieve school readiness. Through Head Start, children receive comprehensive nutrition, dental, health, mental health, and family support services. For the 2020-2021 program year, a total of 376 Head Start/Early Head Start children were served, representing 335 families.
- The **Family Development and Self-Sufficiency Program** helps families currently receiving Family Investment Program (FIP) benefits get on the path to a more secure future. Families meet with a Family Development Specialist, and after assessing their strengths, CAEI helps them develop a plan that adds up to big changes. CAEI also helps them access resources and overcome barriers.
- The **Child Care Resource and Referral Program** is available to assist families in selecting child care providers who best meet the needs of a child and their family. Child Care Consultants provide on-site consultation to licensed preschools, centers, nonregistered home providers, and Child Development Home providers.
- CAEI provides emergency food and diapers through its after-hours 24/7 **Emergency Food Pantry**. During the pandemic, CAEI quickly scaled-up operations to deliver food to households in four counties as other pantries closed and food shortages increased. CAEI delivered emergency food and diapers to hundreds of households per week in the summer of 2020.
- CAEI provides **Utility Bill Assistance** to eligible households to offset the regressive energy costs faced by people with lower incomes. Households meeting income eligibility guidelines are also eligible to receive box fans, air conditioners, and furnace repair assistance.

- CAEI **Weatherizes** homes to improve energy efficiency and safety. Trained staff visits each home and puts together a plan that will lead to the most savings. Work may include adding wall and attic insulation, furnace repair, and home safety measures. CAEI weatherizes about 100 homes each year.



Community Action of Eastern Iowa is nimble, creative, and innovative in its response to the needs of the community. The organization was able to respond quickly and effectively to the changing conditions created by the pandemic. Using creative methods and technology, it pivoted to solutions that are sustainable and long-lasting.

THE OPPORTUNITY

The next Chief Executive Officer (CEO) of Community Action of Eastern Iowa will have the opportunity to serve more than 25,000 people, across four counties, with a budget of \$17M and a dedicated staff of 175 employees, supported by a Board of 15 members. While following a long-term esteemed leader brings the need to maintain and prioritize the current positive organizational culture and sense of community, the CEO role also affords the opportunity to bring innovation to this highly respected organization that will enhance and increase effectiveness, productivity, and - ultimately - even greater impact.

The CEO will be an engaged community leader where children and families are valued and is passionate about helping communities and neighborhoods thrive.

Building and expanding key partnerships and relationships with community organizations throughout Cedar, Clinton, Muscatine, and Scott counties will be a critical component of the CEO's responsibilities.

The CEO will support the capable leadership team to focus on expanding the organization and its services to the community. They will continue to work on employee recruitment and retention across the organization.

POSITION SUMMARY

Reporting to the Board of Directors, the CEO is a collaborative leader who helps to inspire families, staff, external partners, funders, and the public.

The CEO provides executive management of board relations, resource development, program and resource delivery, external collaboration, finance and budgeting, advocacy, and community building.



The CEO will employ strong business acumen and financial savvy to develop and align financial resources with areas of program focus. They will be open to creative and innovative solutions to address the most pressing problems in the community, including deploying technology solutions for effective delivery of services. They will manage the organization's overall finances, ensuring that the agency has the resources needed to fulfill its mission. They will assure compliance with all grants and contracts. The CEO will promote staff

development to maintain a service and community oriented organizational culture. Additionally, they will support the staff through an office move to a location that is cost effective and accessible to transit.

The CEO will work closely with the Board to advance the mission of Community Action of Eastern Iowa: to engage the community – parents, children, and vulnerable families– through financial supports, access to critical services, and working with partners to build strong and thriving communities.

CANDIDATE PROFILE

The CEO of Community Action of Eastern Iowa will be a compassionate, out-of-the-box thinker, who is willing to take informed risks, who responds to humanity and understands culture. The ideal candidate will be experienced in key areas of executive leadership:

Collaboration

The next CEO must have a deep understanding of the needs in the community and a strong passion for the mission of Community Action of Eastern Iowa.

- This person must value the diverse needs of children and families in both urban and rural communities.
- They will have a demonstrated ability to build unique relationships in the community that advance the goals of the organization.
- Candidates must have the ability to establish and maintain a strong presence in the community and be able to work with all types of people and personalities: people of all ages and backgrounds, government leaders, donors, and families and individuals who may struggle to make ends meet.
- They will serve as the key spokesperson for Community Action of Eastern Iowa, providing a dynamic and compassionate presence with both internal and external communities and constituents.



Leadership

Candidates for this position must have proven leadership qualities to bring vision, direction, a collaborative atmosphere, and inspiration to continue the strong momentum built by the organization.

- Community Action of Eastern Iowa's CEO will foster a positive community culture through a demonstrated openness to feedback, humility, and authentically listening to diverse voices.
- The CEO will be an effective "democratic" leader who is able to guide decision-making while being open to the ideas of others.
- A strategic leader, the CEO will be able to communicate clearly and take action when necessary.
- The next leader must be able to evoke confidence and build connections with families, community partners, funders, elected officials, and business leaders.
- They will manage diverse viewpoints with integrity, understanding, and patience. The CEO will be able to navigate critical and complex issues and address difficult problems creatively and equitably.

Financial Management

The next leader must bring expertise in grant writing and financial management.

- The leader will be able to broaden the funding sources beyond public sources, with a view toward long-term sustainability.
- They will be experienced in securing continued government funding while continuing to expand these sources.
- Candidates must have a sound business and financial background and be interested in the financial status and sustainability of the agency. They should understand government reimbursements and contracts and yet have experience with multiple services and revenue sources.

Strategy

The CEO will be a forward thinker, with the ability to plan and strategize, and advance the mission.

- The next leader will be able to solve problems creatively yet swiftly.
- They will expand the use of technology to respond quickly and efficiently to the needs of the community.
- They will continue to build innovative and creative solutions that address the needs of the changing demographics, including new immigrants from Latin America and Africa in the counties served by Community Action of Eastern Iowa.
- The next CEO will be a problem solver without seeking or desiring to solve every problem themselves; a healthy and intentional reliance on staff and board members is required.

Management

A proven ability to inspire and motivate employees, families, and communities is essential to ensure maintenance of Community Action of Eastern Iowa's culture of teamwork, collaboration, and inclusivity.

- The next CEO will be a proven nonprofit leader with high-level, senior management experience.
- The next leader will bring a sense of humility, developing and respecting the knowledge and abilities of the surrounding team.
- They will be a good mentor to the staff, encouraging professional development and advancement.
- They must have exceptional written and verbal communication skills, and comfort with public speaking.
- They will have a demonstrated presence within the human service, business, and philanthropic communities.
- They will have experience in board relations and the ability to build and maintain a strong, collaborative, and mutually supportive relationship with the Board of Directors.

The salary range for the position is \$120,000-135,000, commensurate with experience.

CAEI offers comprehensive benefits to its employees, including participation in the Iowa Public Employees Retirement System (IPERS), health, dental, vision, long term disability, life, generous leave benefits, and progressive flexibility and telecommuting policies. CAEI will assist with relocation expenses for the successful candidate.

To apply, please submit a current resume and a cover letter to Kittleman & Associates, LLC at <https://bit.ly/3oUMFLe> (click on the Apply button at the bottom of the page).

For more information about Community Action of Eastern Iowa, please visit <https://www.caeiowa.org/>