

## Position Profile

### Chief Executive Officer of Westmoreland Community Action

#### Organizational Overview

Westmoreland Community Action (WCA) is a private, non-profit corporation serving Westmoreland County, a rural county with a population of 362,000, just 30 miles east of Pittsburgh. Our main office is in Greensburg, PA. The agency was organized in 1980 as part of a national network of more than 1,000 community action agencies across the country. WCA and the national network of community action agencies was formed in response to and authorized by federal legislation titled The Economic Opportunity Act of 1964.

WCA has grown from a few programs, a staff of 50, and a budget of \$1M to 26 programs, a staff of 200, and a budget of \$14M. In 2006, and again in 2011 and 2014, WCA received the Seal of Excellence from the Pennsylvania Association of Nonprofit Organizations (PANO). WCA serves more than 6,000 individuals per year.

The CEO reports to a 20-member tripartite board of directors. Our tripartite board consists of 1/3 democratically selected representatives of the poor in our service area; 1/3 public officials or their representatives; and the remainder consisting of representatives from the private and public sectors (business, industry, labor, religious, welfare, education, etc.).

WCA plans, develops and coordinates a network of services for low-income individuals and their families. WCA's mission is to strengthen communities and families to eliminate poverty. We accomplish this through housing, counseling, support, education, intervention, collaborations, partnerships, information, referrals, and networking

The agency utilizes federal, state and local tax dollars as well as private donations to implement its programs (see brief description of programs listed below). Volunteers contribute freely of their time and talents allowing us to provide cost effective and compassionate services.

#### Programs and Services

Early Childhood Education: These programs support school readiness skills and the social and emotional development of children from birth to age 5.

WCA's programs in this area include:

- Head Start
- Early Head Start
- Pre-K Counts

### Financial Services

WCA's programs in this area include:

- Free income tax return preparation for taxpayers with limited/moderate incomes, senior citizens, and persons with disabilities.

### Emergency Services

WCA's programs in this area include:

- Emergency Food Pantry
- Energy Assistance

### Social Enterprise

- Retail store created to resell donated and reclaimed items to divert 100 tons of building material from landfills each year. (American Architectural Salvage, formerly Shop Demo Depot)

### Mental Health Programs

WCA's programs in this area include:

- Crisis hotline
- Crisis mobile
- On-site support
- Permanent supportive and shared housing

### Housing Programs

WCA's programs in this area include:

- Neighborhood revitalization
- Housing counseling and money management
- Permanent supportive housing
- Affordable housing expansion

### Community Services

WCA's programs in this area include:

- Assistance for single mothers and single women to earn family-sustaining incomes through education

### Employment Services

WCA's programs in this area include:

- Work Ready assists adults find employment

## The State of the Agency

WCA enjoys a reputation as one of the best-led area community action agencies in the country. Tay Waltenbaugh currently leads the agency. Mr. Waltenbaugh became WCA's CEO in 1990. Mr. Waltenbaugh will retire upon the hiring and orientation of the new CEO. During Mr. Waltenbaugh's 29-year tenure as CEO, the agency has had significant growth in program outcomes, funding, services, employees, and productive partnerships.

WCA's fiscal operations are sound. While the agency is financially healthy, a new CEO will need to address the ever-widening gap created by the rising number of individuals who need WCA's services and the diminishing federal resources. The agency is also healthy programmatically; it has no significant outstanding program findings or audit issues at this time.

WCA enjoys a reputation of being well led. The agency benefits from experienced, team-oriented leaders in management positions. Staff member report being able to trust what management tells them.

A recent employee engagement survey confirmed that WCA has an engaged workforce. Employees reported they know what is expected of them, have regularly opportunities to do what they do best, and have a supervisor or other employee who cares about them as a person. Sixty-six percent of employees reported they would recommend WCA as an employer to a friend, family member, or colleague, while 88% reported they would recommend WCA's programs and services to those same people. Survey results reflect the workforce issues in need of the greatest attention from a new CEO include workplace communication, compensation, employee recognition and praise, and accountability.

Finally, WCA's current board of directors is well informed and engaged, though it has a history of being heavily reliant on its long-time CEO. The board's *ad hoc* Transition Committee is currently overseeing all of the agency's transition activities, including transition planning and oversight of the search and selection of the new CEO.

## CEO Duties and Responsibilities

The CEO is the leader of the agency and is expected to be a model of a servant leader. Reporting to the Board, the CEO provides leadership for the organization and the

agency's management team. The CEO is accountable for carrying out the objectives of the strategic plan, assure compliance with all grants, understand the financial status of the agency, ensure goals are accomplished, engage with human resource matters, and guide the application of all policies and procedures.

The CEO is charged with being the voice of the agency – as well as being a voice for the national community action network - and is expected to represent the agency in a professional manner with all forms of media. The CEO must be passionate about the mission of the agency and must be able to articulate the mission, vision and values of the agency in a variety of settings. CEO duties include, but are not limited to the following:

1. Works in collaboration with the board and management to ensure the financial and programmatic sustainability of the agency.
2. Provides leadership and direction to all staff to ensure the continued development and management of a professional and efficient organization, including establishes effective decision-making processes that will enable agency to achieve goal and objectives.
3. Establishes recommendations for and administers all agency policies and procedures in accordance with board directives, state and federal guidelines, WCA's articles of incorporation and mission statement.
4. Oversees the development of the short and long range planning for all agency programs and activities.
5. Cultivates a strong and transparent working relationship with the Board of Directors to ensure open communications on issues affecting the agency including all financial and programmatic matters.
6. Assists Program Directors and Managers in developing plans, procedures, and systems to monitor and evaluate their programs operational impact and ongoing efficiency.
7. Evaluates performance and contributions of key staff both in compliance with established policies and objectives of Agency and in attaining Administrative objectives.
8. Supervises the evaluation of all agency programs and contractors.
9. Serves as liaison between the Board of Directors and agency staff.
10. Prepares the agenda and attends meetings of the Board of Directors to provide them with data to be used in establishing priorities and recommendations. Presents to the Board of Directors timely management reports to assist them in the execution of their fiduciary responsibilities as board members.
11. Establishes and maintains working relationship with agencies and organizations serving the needs of low-income individuals in our service area.
12. Oversees the agency's \$14M financial operations including the management of the agency's director of finance, payroll, budgeting, and financial policies.
13. Reviews and signs all contracts, Notification of Grant Awards, fiscal reports, plans, and hiring and termination documents in accordance with Board policy.

14. Establishes and maintains relationships with public and private sources of funding, including government grant sources as well as corporate and private foundations.
15. Provides oversight for and has a working knowledge of all efforts to raise the necessary resources to achieve the agency's mission, including grant-writing, annual fund campaigns, capital campaigns, and major gift efforts including identifying, soliciting, and stewarding gifts for the agency. Initiates, seeks out and oversees additional/new funding sources.
16. Initiates and oversees implementation of all grants and approves all required grant reports.
17. Reviews activity reports and financial statements to determine current progress and status in attaining objectives and revises objectives and plans to address current conditions.
18. Establishes and maintains relationships with public and private sources of funding, including government grant sources as well as corporate and private foundations.
19. Ensures compliance with regulations regarding human resources, privacy, accounting, lobbying, advocacy, fundraising, and licensing.
20. Performs the duties of the Privacy/Security Officer for HIPAA compliance that can be found in the HIPAA Policies and Procedures Manual. Assigns HIPAA Deputies to ensure compliance with HIPAA regulations.
21. Stays current on pending or existing legislation that may impact the agency and conveys relevant information to the Board of Directors and other key stakeholders as necessary and appropriate. Advocates for seniors and their families in our service area and across the state of Pennsylvania. Coordinates all activities with legislative issues, which include writing or discussing the issues with the Board of Directors, caregivers and/or participants, members of the legislature and media.
22. Identifies opportunities for WCA to leverage cross-program strengths to take advantage of new opportunities and/or to address organization challenges.
23. Ascertains the functions of other agencies to avoid duplication of efforts and recommends curtailment, extension, modification or initiation of services for Agency.
24. Any other tasks or duties requested by the WCA Board of Directors.

## Organizational Relationships

- Reports to: Board of Directors (20)
- Supervises: CFO; Program Directors (4) (Community Services, Behavioral Health, Children Services, Drug Overdose Taskforce); Executive Assistant; and four other special project staff
- Employment Status: Salary/Exempt

## CEO Qualifications

## Minimum Qualifications

1. The CEO must have a bachelor's degree in human services, public administration or business is required. Master's degree in human services, public administration, or business is preferred.
2. The CEO must have seven years of progressively responsible experience in a for profit, corporate, non-profit or public sector role, which would include at least three to five years in a senior leadership or executive position.
3. The CEO will have a strong background in financial management of a small to medium-sized organization. They will have a proven track record of creating and overseeing a significant annual budget, of assessing an organization's financial performance/health, and of identifying and implementing new strategies for increasing revenues and containing costs.
4. The CEO will be a person of integrity and trustworthiness.
5. The CEO must be able to relate to and build relationships with diverse populations.
6. The CEO will have the ability to raise the resources necessary to run WCA's programs and services, including a proficiency in grant writing.
7. The CEO will have excellent interpersonal, relationship-building and communication skills (including listening) in order to effectively cultivate trust-based relationships with all staff members, as well as business, community, and political leaders.
8. The CEO must have a working understanding of key aspects of running a business similar to WCA's in size, scope, and type, functional knowledge of corporate finance, human resources, privacy/security, legal matters, programming, and public policy.
9. The CEO must have the ability to set organizational priorities (identify the key issues or priorities to address from the multitude of less important issues and organizational noise.) Commits his or her and others' time to the most important priorities.
10. The CEO must have strategic agility; the ability to see the big picture, to identify key areas or underlying issues and to develop effective strategies; can forecast trends correctly.
11. The CEO must be a visionary; must be able to develop and share a clear and optimistic vision for the future of the organization, one that inspires and motivates employees to consider future possibilities and the wider purpose of the organization.
12. Strong administrative and supervisor skills are required as this position involves oversight of up to 185 employees. The CEO must be able to provide leadership through their direct reports and establish and implement a performance management process that will optimize the management team's individual and collective performance. The CEO will have a track record of regular recognition of staff and be expected to use a visionary and democratic leadership style that motivates and inspires staff and continues to improve upon the currently high

employee engagement. The CEO must be able to create and cultivate a culture of accountability among members of the board and staff.

13. The CEO must have superior written and public presentation skills, being comfortable speaking in public to groups of varying sizes to increase the agency's visibility. They must also be a proficient user of technology and of social media within the business environment.
14. The CEO must possess excellent analytical, problem-solving, and negotiation skills.
15. The CEO must be able to maintain good working relations with the members of the WCA Board of Directors, local elected officials, legislators, and the federal and state agencies overseeing the administration of its programs.
16. The CEO must pass all background checks required.
17. The CEO must have valid driver's license, proof of auto insurance, access to reliable transportation and ability to travel, as job requires.

### Preferred Qualifications

1. The CEO will have three or more years of executive experience in a non-profit organization.
2. The CEO will have a proven track record of strong organizational leadership and business acumen.

## Top Five Strategic Issues Facing New CEO

1. Agency Growth: Grow the amount of funding available to further develop and sustain WCA's program profile.
2. Workplace Culture: Strengthen the workplace culture with regard to communication, team spirit, recognition and praise, and accountability.
3. Marketing/Outreach: Develop and coordinate activities designed to increase community awareness of WCA and its program profile.
4. Human Resources: Evaluate employees' current compensation and determine need to make adjustments to increase equitability.
5. Program Evaluation: Evaluate WCA's organizational structure to assess ability to meet community's needs. Adjust as necessary to maximize efficiency and effectiveness.

## Compensation

The compensation and benefits package for this position is very attractive and includes an executive base salary, fully paid health insurance (medical, dental, vision), life

insurance, AD&D insurance, long-term and short-term disability insurance, 403(b) (retirement), and generous vacation and sick time.

## Application Process

This executive search is being led by WCA's Transition Committee with the assistance of Carolyn Sullivan of New Chapter Coaching. Only complete electronic submissions will be considered. Applicants are expected to include a resume and cover letter describing their interest and qualifications for the position, salary requirements. This posting will be active and applications will be received from November 27, 2018 until December 17, 2018 or until filled.

Interested candidates should apply by responding to both the agency's posting on Indeed<sup>1</sup> and emailing a copy of their application to Heather Gibas, Human Relations Manager, at [hqibas@westmorelandca.org](mailto:hqibas@westmorelandca.org). Candidates may address questions to Carolyn Sullivan at [Carolyn@newchaptercoach.com](mailto:Carolyn@newchaptercoach.com).

## Screening and Selection Process

After an initial screening of qualified candidates, chosen candidates will participate in a phone interview. Select candidates (est. 6-8) will emerge from the phone interviews and be invited to participate in an in-person interview with the full Transition Committee. The Transition Committee will then select top candidates for a second and final in-person interview. The Transition Committee will advance the name of a single finalist to the full Board of Directors. Final selection and employment terms will be the decision of the full Board of Directors.

## Equal Opportunity Employment

Westmoreland Community Action is an Equal Opportunity Employer. No person, on the grounds of race, color, national origin, sex, sexual orientation, age, religion, creed or physical disability will be excluded from consideration of employment. This policy relates to all phases of employment, job application procedure, hiring, advancement, discharge of employees, employee compensation, job training and other terms, conditions and privileges of employment.

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<sup>1</sup> The Indeed ad will run from November \*, 2018 to December \*, 2018. Early submission of applications is encouraged. No additional applications will be accepted once the Indeed ad stops running.

## Resources

Additional resources about the agency will be available to second round candidates including the following:

- Vision, Mission and Values Statement
- Organizational Chart
- 2017 Annual Report and Audit
- Agency By-Laws
- Job Description
- Summary of 2018 Stakeholder Surveys
- Human Resource Policy & Fiscal Policy