



Chief Executive Officer Opportunity Guide

www.littlecity.org

Mission: To serve children and adults with intellectual and developmental disabilities by providing the best options and opportunities to live safely, learn continuously, explore creatively, and work productively throughout their lifetime. By inspiring, advocating, and pursuing success with passion and purpose, lives are changed through hope, happiness, and optimism.



About Little City

Little City Foundation (Little City) is a vital and vibrant organization offering a comprehensive scope of services and amenities to individuals with intellectual and developmental disabilities (IDD). From its modest beginning, the agency has grown to offer services at its main campus in Chicago's northwest suburbs, locations throughout Cook, Lake, McHenry, and DuPage counties, and at its Foster Care & Adoption offices in Chicago, Matteson, and Joliet. Established in 1959 and granted nonprofit status that same year, Little City was founded by a group of parents who dreamt of a unique and revolutionary environment for their children who "experts" often said should be institutionalized. Today, Little City serves some adults in the program that have called the main campus home for over 50 years.

Over 900 individuals are served in a wide range of residential settings and day programming. These services include a portfolio of programs such as:

- 24/7 supportive residential settings for children and adults
- therapeutic children's day school
- foster care and adoption
- home-based family support
- health and wellness services
- variety of therapeutic day programs such as employment services, horticulture, fitness, arts, and recreation

Little City is unique and distinct in the array of services offered. Individual participants typically range in age from 6 to 10. Children and adults, along with their families, are served at a 56-acre main campus in northwest suburban Palatine, Illinois and other residential facilities throughout Chicagoland.

After nearly twenty years of service, Executive Director Shawn Jeffers announced his intention to retire in 2023 once a new leader is identified. During Shawn's tenure Little City expanded along multiple fronts, including the establishment of a state-of-the-art therapeutic day school, merged with a smaller community agency offering similar services, increased the size and geography for Foster Care & Adoption, and significantly improved health outcomes through its partnership with a Chicago-area Federally Qualified Health Center (FQHC).

Leadership providing strategic direction and operational oversight is provided by Little City's 23-member Board of Directors. Members are appointed, and officers are elected on a rotating basis. In addition, Little City further benefits from the contributions of a Board of Advisors and an Associate Board. Daily operations of this \$45M not for profit corporation with \$35M in assets (including 16 CILAs, 2 CLFs, various intermittent CILAs in the community, and 7 Children's Group Homes) are overseen by a leadership team of 8, nearly 450 employees, 40% of whom are Direct Service Providers, and over 500 volunteers annually. Little City is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) and licensed by the Illinois Department of Children and Family Services (DCFS), Illinois Department of Human Services (IDHS), the Illinois Department of Public Health (IDPH) and is a Medicaid Certified Community Mental Health Provider.

The Opportunity: Chief Executive Officer

Little City is seeking a compassionate, business-minded, and visionary leader to help the organization define its future and move forward into the next decade. Evolving forward after twenty years with a single leader will provide all constituents of Little City the ability to collaborate in creating a stronger and more dynamic future for serving people with intellectual and developmental disabilities (IDD). The Board desires a Chief Executive Officer (CEO) that can balance mission operations, efficiency, and sustainability. Equally as important is a leader who can bring stakeholders together in a strategic planning process that will craft a coherent and clarified organizational vision and create a strategic direction forward for all programs, services, and locations. The CEO will catalyze and empower the Leadership Team (7 direct reports) while collaborating with an engaged Board of Directors, and the subset of 10 on the Executive Committee.

The next executive leader will demonstrate relationship-building skills, compassion, and resourcefulness while actively participating in strategic and program planning, problem-solving, financial tracking, and measurement. The CEO is charged with clearly articulating Little City's mission internally and externally as a passionate and cogent communicator, as well as maintaining a strong community presence as the face of Little City's mission.



Values



We are adaptable.

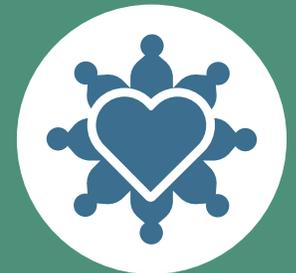
We are advocates.



We are compassionate.



We are inclusive.



We are leaders.





Performance Expectations

Success will be defined by accomplishment in the following areas.

Strategic Leadership and Vision

- Provide inspired leadership to promote and practice Little City's mission, vision, and core values, ensuring all programs are mission-driven, in line with strategic plan goals, and support the needs of the Little City community.
- Embrace and innovate the future. Ensure Little City grows from solid, ongoing operations. Partner with the Board and Leadership team to develop and implement strategic plans, business plans, measurable outcomes, and directed strategies to encourage growth while maintaining a solid operational infrastructure.
- Demonstrate industry leadership in state and national forums to both share best practices and ensure Little City remains a leader in high-quality services. Provide the Board with regular education on changing trends and how Little City can remain at the forefront of the industry.
- Capitalize on Little City's strengths and seek opportunities to further grow/develop the organization and extend services.
- Promote equity and an inclusive-driven environment throughout all areas, groups, and services connected to Little City.
- Ensure a balance in services for adults and children in order to remain in alignment with the mission of Little City.

Revenue Management

- Maintain consistent reporting on the organization's financial position and outlook and ensure fiscal responsibility. Demonstrate fiscally responsible and efficient use of all organizational resources.
- Develop an annual operating budget and ensure that the organization operates within budget guidelines. Regularly monitor budgets and cash flow statements.
- Ensures financial matters are monitored and problems are quickly diagnosed. In the case of financial issues related to a particular service area or state contract, develop appropriate plans to work with leadership team members to resolve matters.
- Oversees financial leadership team in developing annual budgets, forecasts, and financing to support operating plans. Engage with the Board to educate and involve in overall financial strategies.
- Guarantee that staff adheres to all appropriate accounting procedures to meet various regulations and ensure the integrity of the organization.
- Explore, and where appropriate, develop strategies for additional revenue sources.

Performance Expectations

Philanthropy

- Build a strategy for a structured philanthropic development program, in partnership with the Board of Directors, and assign staff and resources to implement and grow private support.
- Develop and maintain good relations with like-missioned organizations, supporters (private foundations, corporations, and philanthropic individuals), governmental partners, and other stakeholders.
- Inspire, provide training for, and be a strong partner to the Board in creating an overall culture of philanthropy and enhancing fundraising activities.
- Identifies, cultivates, and stewards major prospective donors and maintains positive relations with current and past contributors. Participates in direct donor solicitation. Staff the Board in their philanthropic responsibilities.

Administration and Management

- Builds, develops, motivates, and unifies a highly effective and cohesive senior leadership team (7 direct reports) that oversee an entire staff of 450+. Evaluates the organization and the staff's performance on a regular basis.
- Develops future leadership within the organization.
- Ensure key metrics identified by the Board and CEO are tracked and monitored.
- Lead and manage staff through a lens of flexibility, equity, openness to suggestions, and the ability to resolve/mitigate conflict.
- Establish a process for decision making that facilitates planning, problem-solving, and assessment of qualitative and quantitative objectives. Lead the staff on a regular basis in assessing the effectiveness of the organization and particular programs.
- Make certain that resources, support, tools, policies, and procedures are relevant and current as Little City continues to evolve in ongoing operations, assuring compliance with all local, industry, and required regulations.
- Accommodate listening and responding to the families served by Little City and donors in a way that makes them feel heard, no matter how minute the concern.

Board, Volunteer, and Community Relations

- Establish and maintain a strong, engaging relationship with robust and diverse constituencies, including, but not limited to the Board, Parents/Families, Volunteers, and partner agencies.
- Work with the Chair to orient board members and develop appropriate approved material to educate board members on the various aspects of Little City. Support their focus on governance and ambassadorship.
- Communicate effectively and promptly with the Board and serve as the strongest link of communication between board members, staff, volunteers, and the community at-large. Report any serious financial threats to the Board immediately and inform the Chair of all material decisions.
- Assist board members in their efforts to make a positive contribution to the organization in areas of fundraising, finance, policy, and evaluation.
- Inspire and engage with volunteer leaders who both support service delivery as well as champion fundraising and awareness efforts of Little City.





The Qualified Candidate

Little City Foundation (Little City) is in search of a dynamic, compassionate, energetic, and forward-thinking leader to help propel the mission into the community to those who most need IDD services. The next CEO will bring strong business acumen, be a strategic thinker, a catalyzer and stabilizer, and continue Little City's work as a vibrant community partner. The leader will be exceptionally knowledgeable and well-informed in human services and proven as a grower of people, programs, and culture. The ideal candidate will have effective relationship building and people skills, prior experience in Board leadership, knowledge of complex and blended funding streams including grant making entities, and be a shining example of best practices in management.

Specific Requirements Include:

- A passion for and commitment to inclusion and services for those with intellectual and developmental disabilities.
- Proven ability to build strong external relationships with a variety of families, donors, volunteers, public leadership, partner organizations, and other stakeholders.
- Experience working with entities funded by complex and braided funding streams and government sources. Agencies similar to those in Illinois (DCFS, DHS, and IDPH) are preferred.
- Ability and eagerness to promote philanthropic investment in Little City's mission and future; engage directly with donors.
- Track record in financial management, stewardship, and developing strategies to successfully increase revenue.
- Proven success in building strong and productive work teams with a focus on mentoring and nurturing staff and leader development.
- Strong analytic and strategic-thinking skills, with a demonstrated ability to create, implement, and monitor complex plans and then translate those plans into goals and concrete strategies.
- Demonstrated ability for working in a multi-cultural, multi-ability setting and promoting inclusivity of all kinds with all audiences, including IDD clients and the diverse communities served by Little City.
- Management style which brings an enthusiastic and motivating approach to building strong and productive work teams with a focus on mentoring and nurturing ongoing development.
- Ability to organize, direct, prioritize, and delegate work appropriately.
- Excellent interpersonal, communication, and analytical skills.
- A career history that shows stability with an organization and capacity to develop and nurture relationships culminating in overall success.
- Evidence of investment in ongoing personal and professional development to enhance knowledge, leadership skills, and strategic thinking.
- The highest degree of ethics, integrity, and solid character in all representations of Little City and in the maintenance of official records and documents. Ensure compliance with federal, state, and local regulations.
- A minimum of 10 years of progressive experience in leadership and management, with documented ability to manage staff and lead teams.
- Master's degree in social work, human services, business administration, public or health administration preferred.



How To Apply

Every person on the Little City team makes a fundamental impact in the lives of the children and adults they serve. Little City offers generous time off, competitive insurances, retirement plan with match, and much more. The salary for this role has been benchmarked for 2023 hiring and is expected to fall in the upper \$200,000's. Little City is an EEO/AA and Substance/Tobacco Free Employer.

APPLY HERE

To ensure confidential tracking of all applicants, no applications will be accepted via email. **All inquiries will be held in strict confidence.** All candidate submitted materials and credentials will be reviewed for consistency and accuracy. Candidates can expect that KEES will verify employment/academic/background information both in the screening process and for the finalist(s) in a formal background check.

This search is being managed by Heather Eddy, President of KEES and Stacy Harker, Consultant. Questions may be addressed to mtaylor@kees2success.com.

About KEES

KEES (formerly Alford Executive Search) is a nonprofit executive search firm that builds diverse teams with dynamic leaders in nonprofit and public sectors. A woman owned and operated firm, KEES offers a full array of nonprofit consulting services including executive search, leadership development, interim staffing, and HR support. For more information, please visit www.kees2success.com.

