



POSITION: **President & Chief Executive Officer**

REPORTS TO: **Board of Directors**

LOCATION: **Chicago, Illinois**

VISION STATEMENT

To prevent and end homelessness.

MISSION

To unite our community and resources to provide solutions that ensure and sustain the stability of home.

GUIDING PRINCIPLES

Founded on commitment, hope, and responsibility, and operating with purpose and urgency, we are guided by:

- *Integrity and accountability to all stakeholders*
- *Diversity in all its forms, treating everyone with dignity and respect*
- *Trust, stability, and transparency*
- *The collective impact we can make through working together*
- *Innovation and bold leadership in developing and implementing solutions*
- *Adaptability and an openness to change*
- *Excellence in all we do*

HISTORY

In 1997, 86 different homeless services providers organized to form Chicago's Partnership to End Homelessness. The partnership was a collaborative effort designed to secure funding and forge strong public/private connections.

In 2001, Chicago developed a 10-Year Plan to End Homelessness that outlined several city-wide strategic priorities designed to end homelessness. In response to the plan, a second organization, known as Chicago's Continuum of Care (CoC) Board, sprang up as a collaborative effort to help providers align with the strategic priorities and to manage federal funding. In 2006, these two organizations consolidated to become the Chicago Alliance to End Homelessness.

In 2011, the Chicago Alliance again consolidated operations with the Emergency Fund, an organization that worked collaboratively with more than 30 homeless and social services providers to provide temporary financial assistance to their clients.

In 2015, the Chicago Alliance and Emergency Fund officially merged to become All Chicago Making Homelessness History. Each consolidation has more closely united key stakeholders involved in ending homelessness, removed duplicate efforts, more effectively used limited resources, and strengthened the effort to align with the strategic priorities that will ultimately lead to the end of homelessness in Chicago.

ABOUT ALL CHICAGO

On an average night in 2017, nearly 6,000 people could be found on Chicago streets and in shelters. Tens of thousands more are just one unexpected setback away from joining them. These are our neighbors, this is our city and together we can ensure that we all have stable homes.

All Chicago currently prevents and ends homelessness in the City of Chicago through several initiatives:

Emergency Financial Assistance: We provide critical financial assistance to people experiencing an emergency that could lead to homelessness or other crises. In 2017, we served 3,559 households, including more than 2,328 children, with \$2.8 million. 88% of clients surveyed reported being housed at the time of follow-up.

Community Partnerships: We convene key stakeholders and drive collaboration to lead Chicago's city-wide response to ending homelessness. In 2017, we secured \$68 million in federal funding for 164 projects and convened 20 stakeholder committees. Although much work remains, Chicago's homelessness decreased by 17% from 2015 to 2017.

Data Collection and Analysis: We manage a city-wide database, called the Homeless Management Information System (HMIS), to collect and analyze data on people experiencing, or at risk of, homelessness and the services they receive. As a part of this effort, All Chicago developed interactive data dashboards for the Ending Veteran Homelessness Initiative, and the data has become a critical component for the effort which has housed more than 3,900 veterans since January 2015.

Training and Research: We provide our partners with trainings, tools, information and research to address homelessness more effectively. In 2017, we hosted 53 trainings for more than 1,197 attendees on topics such as Opening Doors to Fair Housing, Mental Health First Aid, and Crafting Strong Program Governance.

THE OPPORTUNITY

The next President & CEO will build upon the organization's accomplishments by enhancing and reinforcing All Chicago's collaborative efforts in partnership with government officials, funding entities and service providers. Most important will be to reinforce a culture of collaboration, trust and inter-dependence that is necessary to impact and reduce homelessness in our city. The President & CEO will focus efforts on

establishing and maintaining key external relationships within the community, while also continuing to invest in and develop All Chicago's very capable staff team and positive organizational culture.

The President & CEO will have the unprecedented opportunity to work on two audacious goals: First, the next All Chicago President & CEO will manage and administer a \$6.5 million organization and will also evaluate and potentially implement plans to serve as the United Funding Agency for more than \$60 million in federal funds allocated to Chicago service providers. Second, the President & CEO will continue to leverage All Chicago's data driven approach to ending homelessness while establishing collaborative and appropriate connections with other significant information systems serving our community. This partnership will allow Chicago's ecosystem of homelessness solutions to work together to more effectively target and address the problems of homelessness.

Over the years, using data to inform funding decisions has allowed All Chicago to change the way resources are allocated for Veteran's Homelessness. All Chicago learned how to make changes and improvements in the homelessness prevention system and as a result, the number of people on the street and in shelters has been reduced by 17 percent from 2015 to 2017. To continue this momentum and move towards making an even greater impact on homelessness, we must link our data and our case management systems with the hospital systems, the jail systems, other government entities and school systems.

POSITION SUMMARY

Reporting to the board of directors, the All Chicago President & CEO is a visionary leader who partners with, helps to inspire, and serves as the face of the organization to external partners, advocates, donors, and the general public. The President & CEO provides executive management of board relations, program delivery, resource development (including fundraising), external collaboration, finance and budgeting, and governmental affairs. The next All Chicago President & CEO will manage and administer a \$6.5 million organization and will also evaluate and potentially implement plans to serve as the United Funding Agency for more than 60 million in federal funds.

The CEO leads the mission of the organization to END homelessness in Chicago, not just MANAGE it. The CEO also ensures that the organization can effectively plan for and react to changing circumstances relative to its role within the CoC and the changing fiscal situation year over year.

Responsibilities:

major areas of work (approximate % of work, will total 100%)

Strategic Planning and Operations – 20%

- Initiate and complete organization-wide strategic planning every 3-5 years
- Oversee the completion and execution of yearly individual and departmental plans
- Oversee strategic plan accountability policies and procedures at the board, department, and individual levels
- Oversee the organization's Vice Presidents and COO (the Executive Team) to achieve goals and recruit and hire future Executive Team members

- Develop and mentor the Executive Team
- Monitor national trends and best practices for CoC Lead Agencies
- Participate in CEO-level forums and conferences around homelessness prevention and relief

Resource Management – 20%

- Ensure the creation of a cogent strategy for the Learning Center, the Financial Assistance Programs, Data and Analytics and the CoC
- Improve and expand the use of data to optimize system and cross-system impacts
- Identify opportunities, through networking, research and collaboration, that move All Chicago's mission forward
- Engage the local, state, and federal community – corporate, governmental and civic – in All Chicago's vision and actions to end homelessness
- Cultivate and maintain personal relationships with leaders in city, state and federal agencies working in homeless prevention and services
- Assist other community members as they turn big-picture, visionary thinking around homelessness into achievable plans
- Integrate the work of the CoC with other relevant service sectors – Justice, Education, Workforce Development, Health and Affordable Housing

Community Outreach and Leadership – 15%

- Be recognized as the leader of Chicago's homeless prevention and services system
- Strengthen and nurture positive working relationships with the CoC and service partners towards collective impact
- Ensure the creation and implementation of CoC work plan
- Ensure that All Chicago's management and operations respond to and grow towards the successful achievement of UFA status and implementation of an integrated UFA and CoC work plan
- Continue to improve CoC system scoring to maximize HUD awards to the system
- Raise Chicago's national visibility and recognition as an innovator in ending homelessness
- Demonstrate collaborative influence with agencies, funders and government officials to ensure success

Board Support and Leadership – 10%

- Ensure that the board is effectively organized and that the systems of board development and on-boarding are improved and maintained
- Ensure an inclusive and diverse board membership with cross-sectional representation
- Serve as an ex-officio member of the organization's board of directors and all board committees
- Assist in the selection and evaluation of board members and board leadership
- Support operations and administration of the board by advising, informing, and supporting board members and facilitating board/staff relations
- Engage board members with the Service Providers Commission, Lived Experience Commission and funders

Finance and Administration – 10%

- Assume overall responsibility for all aspects of fiscal management
- Assure adequate financing for current operating needs and long-term goals

- Ensure compliance of legal requirements, including current human resources policies and procedures

Development and Communications – 25%

- Assume overall responsibility for a constant revenue stream and build a reserve for a strong financial future
- Oversee the improvement and expansion of a comprehensive development and communications strategy
- Cultivate and solicit major donors
- Nurture a culture of fundraising throughout All Chicago, ensuring that team members across the organization participate in and support fundraising initiatives and goals

EXTERNAL GROUPS/TASK FORCES/COUNCILS/COMMITTEE TO SIT ON/SERVE ON:

- Action Agenda Project Manager Meetings
- CoC Board Meetings

CANDIDATE PROFILE

Overview: We seek a proven, accomplished leader with a minimum of seven years' leadership experience and with a passion for reducing and ending homelessness. This values-based individual will bring leadership characterized by unwavering integrity, an ability to garner broad community support, and the ability to lead and execute strategic plans that impact human care and public policy in an exciting and changing political environment.

Passion for the Mission. We seek a leader who communicates the agency's mission with enthusiasm. The ability to relate to a wide variety of constituents is essential. The candidate will be able to, in the most optimum and transparent way, establish strong working relationships with service providers, especially with those who are members of Chicago's CoC. Comfort with actively cultivating relationships at the top levels of legislative and administrative leadership is a must. The successful candidate will be able to articulate a compelling vision and to keep people focused during challenging times.

Experience working in affordable housing or working with HUD will be extremely valuable. Similarly, specific experience in homelessness prevention or services is preferred but not required. At minimum, an affinity for the creation and delivery of human services to individuals, families and children must be evident through previous experiences.

Strategic Planning and Financial Acumen. The successful candidate will have well-honed skills in effective business and operations management of a similarly-sized organization and will have been a catalyst in fulfilling an agency's vision. Experience in initiating and implementing strategic plans in pursuit of broad goals is expected, as is the ability to envision and pursue system-wide connections. The ideal candidate will demonstrate a proven track record of successfully managing large, complex budgets and agreements with the U.S. Department of Housing and Urban Development as well as with other government agencies and private funders.

Building a Strong Internal Culture: Candidates must demonstrate the ability to build and nurture a positive culture that is grounded in a shared vision, vibrant in team work and supported by mutual respect and an unrelenting pursuit of quality is a must. A proven ability to hire, coach, lead and inspire employees as an effective team is a must.

High integrity, empathy, self-awareness and sound judgment are essential to success in this role. We seek a person whose listening skills and strength of character are well demonstrated; who is composed and unflappable; and who is open, accessible and supportive of a highly professional senior leadership team.

Exceptional Communications and Relational Skills: The candidate we seek will possess the highest level of oral, written, mediation, partnership and interpersonal communication skills to effectively work with a broad range of individuals and organizations including Board members, professional colleagues, public officials and community partners, as well as the media. The successful candidate will build bridges of support for the organization; he or she will have extensive experience working in a collaborative environment with leaders across sectors to envision and implement a systemic approach to combatting poverty and homelessness.

Fundraising. Proven personal success in fundraising is a key requirement. This could include service as a fundraising volunteer, through active solicitation of contributions from individuals, foundations or corporations, and through development of a supportive, diverse board of directors.

A Bachelor's Degree in a related field is required; a Master's Degree in management, social services or the equivalent is strongly recommended. Diversity candidates are encouraged to apply.

To apply, please send a current resume and letter of introduction to Kittleman & Associates, LLC at <https://www.kittlemansearch.com/news/current-searches/all-chicago/>

For more information about All Chicago, please visit www.allchicago.org.