



POSITION: President & Chief Executive Officer
REPORTS TO: Board of Directors
LOCATION: Chicago, Illinois

VISION STATEMENT

In our community everyone has a home.

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*

ORGANIZATION OVERVIEW – PROGRAMS AND SERVICES

On an average night, nearly 5,500 people can 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 collaboratively addresses the complex issue of homelessness through four signature approaches:

Through the **Emergency Financial Assistance** approach, All Chicago provides critical financial assistance to people experiencing, or at risk of, homelessness or another serious

emergency through the organization's Emergency Fund. All Chicago quickly provides payments on a person's behalf for things like rent, utilities, or even bus passes. In 2018, All Chicago distributed \$3,709,999 in financial assistance to 2,984 households.

Through the **Community Partnerships** approach, All Chicago is the backbone of Chicago's city-wide response to homelessness. All Chicago partners with 44 agencies and leads them through a year-round research, evaluation, strategic planning and federal funding application process. All Chicago annually secures approximately \$73 million in funding for Chicago's homeless services. Although much work remains, Chicago's homelessness decreased by 20% from 2015 to 2018.

Through the **Data Analytics** approach, All Chicago manages the Homeless Management Information System database, which contains data on Chicagoans experiencing, or at risk of, homelessness and the services they receive. All Chicago supports more than 1,090 individual users at 85 partner agencies with training, reports, and helpdesk services. All Chicago analyzes and disseminates the data to drive discussion, set strategy, and make policy and funding decisions on the federal and local levels.

Through the **Training and Research** approach, All Chicago provide trainings, workshops, research, and analysis to help its partners apply proven strategies to prevent and end homelessness in Chicago even more effectively.

ORGANIZATION HISTORY

The Emergency Fund was founded by Chicago entrepreneur and philanthropist, Norman H. Stone in 1973. Mr. Stone was stirred to act when he read an article about a Chicago family in need who could not find financial assistance at any social agencies. Based on the values of providing help immediately and without red tape, Mr. Stone founded the Emergency Fund. Since its beginning, All Chicago has built relationships with community leaders and social service agencies.

In 2006, the Emergency Fund continued its communitywide collaboration and helped launch the Chicago Homelessness Prevention Call Center (HPCC) with Catholic Charities, the Chicago Alliance to End Homelessness, the Chicago Department of Housing (DOH), and the Chicago Department of Human Services (DHS). This system continues to provide a central access point for all emergency funds in the City of Chicago.

In October 2011, the Emergency Fund and the Chicago Alliance to End Homelessness merged creating All Chicago Making Homelessness History. The merger allowed the two organizations to combine efforts to prevent and end homelessness, remove duplicate efforts, become more administratively efficient, and more effectively use limited resources, while maintaining each group's signature program offerings.

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 the city of Chicago. 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 ambitious goals: First, the next All Chicago President & CEO will manage and administer an \$8 million organization and will also evaluate and potentially implement plans to serve as the United Funding Agency for more than \$70 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 the 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, implementing a systems change approach and using data to inform decisions has allowed All Chicago, working in partnership the City of Chicago, Service Providers and People with Lived Experience and other key stakeholders, to change the way Chicago's homeless system is structured and services are delivered. As a result, the number of people experiencing homelessness has been significantly reduced since 2015. All Chicago and its partners are poised to continue this work in order to ensure that everyone in the Chicago community has a place to call home.

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 primary role of the CEO will be to set broad strategy and collaborations that measurably impact and reduce homelessness. The CEO leads the execution of the strategic plan, guiding and reporting to the Board on the strategy and success of three departments – Finance and Administration, Development and Communication, and Programs. Each department is led by a Vice President or CFO, who oversees and monitors progress towards goals and supervises day-to-day work of his or her team. All Chicago seeks a big-picture, strategic thinker who will lead and be supported by the organization's strong internal team and who will also evaluate and potentially implement plans to serve as the United Funding Agency for more than \$70 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%)*

Visioning and Strategy – 20%

In Partnership with the Board and the Executive Team:

- Set the direction and vision of the organization and its departments
- Develop meaningful, workable and effective strategies to move the mission of the organization forward
- Ensure the development and execution of effective strategies to meet specific outcomes

- Assist other community members as they turn big-picture, visionary thinking around homelessness into achievable plans
- Identify opportunities, through networking, research and collaboration, that move All Chicago's mission forward
- Raise Chicago's national visibility and recognition as an innovator in ending homelessness

Strategic Planning and Operations – 20%

In partnership with the Board and Executive Team:

- 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 issue related CEO-level forums and conferences

Community Outreach and Leadership – 15%

In partnership with the Leadership Team and Staff

- 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
- 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
- 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
- Continue to improve CoC system scoring to maximize HUD awards to the system
- Demonstrate collaborative influence with agencies, funders and government officials to ensure success
- Integrate the work of the CoC with other relevant service sectors – Justice, Education, Workforce Development, Health and Affordable Housing

Board Support and Leadership – 10%

In partnership with the Board:

- 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%

In partnership with the CFO and Finance Director:

- Ensure all aspects of fiscal management are effectively and efficiently handled
- Ensure 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%

In partnership with the VP of Development and the Development Team:

- Ensure a constant revenue stream and build a reserve for a strong financial future
- Ensure the creation of a cogent development strategy for the Learning Center, the Financial Assistance Programs, Data and Analytics and the CoC
- 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:

- CoC Board Meetings

CANDIDATE PROFILE

Overview: All Chicago seeks a proven, accomplished visionary 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. All Chicago seeks a leader who communicates the agency's mission with enthusiasm. The ability to relate to and connect with 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, and people with lived experience of homelessness, 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 homeless 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. All Chicago seeks 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 successful candidate 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. This 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. Prior philanthropic relationships with individuals, foundations and corporations is desired.

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.