



EXECUTIVE SUMMARY

The **Connecticut Coalition to End Homelessness** (CCEH), a coalition of members and communities throughout the state that creates change through leadership, advocacy, and building the capacity of members and the field to respond to challenges, **seeks nominations and applications for its next CEO.**

Founded in 1982 as a membership organization by staff and volunteers of homeless shelters in response to increasing homelessness, CCEH has grown into a multi-pronged operation that represents the voice of the homeless assistance frontline; advocates for resources, policies, and public support to end homelessness; offers training and support to help providers implement best practices; and leads statewide data collection and analysis to enhance efforts to end homelessness. The overarching mission is to prevent and end homelessness in Connecticut.

This is an exciting opportunity to lead an organization now representing more than 100 member organizations – including emergency shelter providers, housing providers, community and business leaders, and strategic partners – who share the goal of ending homelessness in Connecticut.

Reporting to the Board of Directors, the CEO will lead the organization in its mission to prevent and end homelessness in Connecticut. Informed by members and frontline providers of homeless services in Connecticut as well as innovative peer organizations across the country, the CEO will ensure that CCEH implements and updates as needed its recently adopted strategic plan.

The CEO will be an inclusive, adaptive leader with a breadth and depth of experience in human services and homelessness across a range of issues in the sector.

The search committee is being assisted by Tamar Datan and Chris Cannon of [NPAG](#). Please see application instructions at the end of this document.

ORGANIZATIONAL OVERVIEW

As a membership organization founded by staff and volunteers of homeless shelters in response to increasing homelessness in Connecticut, CCEH is committed to preventing and ending homelessness in the state.

During the 1980's, dramatic cuts to federal assistance programs combined with stagnant wages and rising housing costs sent many into homelessness. By this time, deinstitutionalization from mental health hospitals

also led to an influx of individuals with special needs into homelessness, resulting in community supports that were insufficient for meeting demands.

Increasing homelessness drove shelter workers together to form CCEH to fight for services for those in need, and most importantly, to promote affordable housing. In 1983, this advocacy resulted in the first public funding for homeless shelters. The State of Connecticut continues to provide critically needed funding to help support emergency shelters across the state and has recently achieved major milestones in the fight to end homelessness, including ending chronic homelessness, providing coordinated access, as well as rapid rehousing services.

Working in a shared effort with members, peer advocacy organizations, philanthropy, as well as state and federal government partners, CCEH seeks to end homelessness by engaging in the following activities:

- Collaboration with the **Partnership for Strong Communities (Reaching Home Campaign)** and others on the implementation of the Opening Doors–CT plan to end homelessness in the state.
- Housing Equals Justice Campaign
- Racial Equity Initiatives
- Creating and managing the ***be homeful* project** to end family homelessness through its partnership with Paddington Bear.
- Coordination and support of statewide advocacy efforts to secure the resources and policies needed to end homelessness.
- Education of elected officials and members of the public on the problem of homelessness and approaches to solve it.
- Continue to strengthen and support the **Coordinated Access Networks** across the state to ensure homelessness resources in communities across the state.
- Supporting shelters, housing and services programs via education, training, technical assistance, and networking opportunities (including regular training programs utilizing national experts, and the organization of the Annual Training Institute, attended by more than 350 community leaders, providers, and activists).
- Providing support to communities through the CCEH Community Impact Team to enhance collaboration and improve local systems.
- Leading efforts to expand resources and enhance statewide capacities for Shelter Diversion and Rapid Rehousing.
- Leading and managing the federally mandated statewide **Homeless Management Information System** (HMIS) and providing analysis of data to improve performance.
- Leading the statewide **Point-in-Time Count**, a HUD-mandated annual census of homelessness.

STRATEGIC GOALS

CCEH's vision is to end homelessness statewide by achieving the following strategic goals:

Broaden the Coalition in Supporting Ending Homelessness

Ending homelessness requires expertise and commitment from a variety of stakeholders representing multiple sectors (non-profit, government, businesses, philanthropic) and multiple disciplines. CCEH

continues to engage new partners and sectors and is committed to deepening their engagement of homeless services providers.

Improve and Enhance Performance of the CAN System to Reduce Prevalence of Homelessness

Connecticut's Coordinated Access Network system has proven successful in reducing the prevalence of homelessness in the state. CCEH will work with partners to ensure consistent performance across all regions, while pursuing innovation to increase rates of diversion and re-housing and improve the experiences of people it serves.

Extend the Reach and Response to Underserved Populations and Communities

There remain areas, populations, and communities that are not being reached or served by the current system, including people in the criminal justice system, people leaving inpatient settings, minor youth, communities of color, and households at earlier stages of their housing crisis. CCEH will work with a broad set of partners and stakeholders to reach these underserved communities, either by extending the reach of the CAN system or by applying proven approaches and intervention to other sectors.

Secure System Reforms, Policy Changes and Investments

Ending homelessness means sustaining and institutionalizing a system that keeps homelessness rare, brief, and non-recurring. Doing so entails enacting policy reforms that reduce the number of households that lose their housing and that reduce barriers to accessing housing.

Ensure that CCEH is a Thriving Organization and a Great Place to Work

In order to best support the coalition, CCEH strives to be an organization that fairly and equitably compensates its staff, provides staff with opportunities for development and advancement, fosters a culture of teamwork, ensures work-life balance, provides strong administration, uses efficient processes, and employs nimble technology.

OPPORTUNITIES AND CHALLENGES FACING THE CEO

CCEH works closely with other statewide advocacy organizations focused on housing and homelessness through the Connecticut Reaching Home Campaign (including but not limited to the Partnership for Strong Communities, the Corporation for Supportive Housing, and others), with state and federal government agencies involved in the effort to end homelessness, and with providers of homeless services and the community teams (Coordinated Access Networks) through which they work. Central goals are to facilitate the optimization of available resources while seeking to secure the new resources needed to prevent homelessness when possible, ensure safe and appropriate shelter is available for those who need it, and expedite exits from homelessness to housing – making homelessness rare, brief, and non-recurring.

The CEO is accountable for the overall leadership, direction, and management of CCEH's staff and resources to accomplish the goals and mission of the organization. The CEO should have experience in financial management, community relations, program delivery, organizational development, strategic planning, advocacy, fundraising, and experience using data to strengthen both practice and systems. The CEO must have empowering leadership skills to work with staff, Coalition members and partners, Board of Directors, funders, and community stakeholders. The CEO exemplifies CCEH's commitment to ending homelessness and nurtures its organizational culture by supporting a learning culture and by engaging staff, Board members, membership, constituents with lived experience, government, and funders.

With a track record of leading high-performing teams to deliver on mission, the next CEO will be expected to engage in the following areas:

Vision and Leadership

Working with the Board of Directors and utilizing the expertise of staff, the CEO will set a vision for organizational development and oversee systems, structures, and internal policies to support the highest level of quality and effectiveness. The CEO will develop collaborative relationships with the Board of Directors and strengthen relationships between them and senior leadership, provide proactive communications, and support Board committees. They will work with the Board President and Executive Committee to staff committees as needed and to assure proper fiscal and program oversight. In addition to this, they will monitor the external environment for significant changes that will impact the Coalition and its work and will inform the President and the Board of the current condition of the Coalition, alerting them to opportunities, challenges, or problems.

Finance and Administration

The CEO will oversee the financial health of the organization, including the creation and management of a \$5M budget and the maintenance of sound financial and organizational management policies. They will review financial reports prepared by finance staff and meet regularly with the Board's Finance Committee to discuss reports and other matters related to the financial status and prospects of the organization. The CEO will work with the Finance Director in preparing for, reviewing, and presenting the annual audit and 990 to the Board. And as a key relationship manager for the organization, the CEO will ensure that new funding opportunities and their respective reporting and tracking requirements are relayed and understood by applicable internal staff members.

Homeless Management Information System (HMIS) Oversight

CCEH provides a significant service to the State of Connecticut by administering the comprehensive HMIS database, a vital service to all the agencies that provide homelessness services. The CEO will provide guidance and direction to ensure the continued integrity and value of this vital system, involve and engage stakeholders in the development and enhancement of the system, work to ensure a well-functioning system that provides data that is timely, relevant, and trustworthy, and focus on additional outward facing data dashboards to empower communities by giving them real time access to their data in usable formats.

Resource Development and Fundraising

The CEO will effectively represent CCEH's mission and will be expected to develop, nurture, and expand mutually beneficial relationships across a variety of constituencies that provide long-term benefits for the organization. They will work with development staff to manage the resource development plan and fundraising efforts and will lead initiatives to build enhanced corporate and individual donor giving. In addition to this, the CEO will support the development staff in identifying and expanding new grant and foundation opportunities.

Personnel and Operations Management

The CEO will exemplify and nurture a diverse, inclusive, and equitable culture that first and foremost values and supports the programs in ensuring excellence to meet the goals of CCEH. They will be a natural mentor and coach, building a culture in which team members feel valued, recognize pathways for growth, and are rewarded, retained, and developed as individual contributors. The CEO will determine staffing requirements and will oversee hiring, supervision, evaluation, termination, and setting of compensation and benefits, in addition to enabling staff to develop managerial skills for their areas of responsibility while promoting a culture of innovation and collaboration. They will demonstrate a commitment to diversity, equity, and

inclusion and will recognize the value of hiring people reflective of the population served and incorporating marginalized voices in decision-making processes. The CEO will also promote clear and transparent personnel practices and will identify training and development opportunities for self and staff.

Community Collaboration and Movement Building

The CEO will effectively represent CCEH's mission and advocacy goals at the state and federal level, articulating key messaging, building bridges to diverse constituencies, and reflecting the shared goals of its members. They will work to drive a meaningful advocacy agenda that reflects a keen ability to keep abreast of emerging issues that have significant impact for the sector, both regionally and nationally, and elevating community voices and lived experiences. They will work closely with Coalition members, key statewide advocacy partners, homeless and formerly homeless constituents, government officials and agencies, the media, and elected and community leaders. The CEO will ensure that CCEH consistently promotes and advances its mission and will build relationships with new partners and forge innovative strategic collaborations.

Strategic Communications and Public Relations

As chief spokesperson, the CEO will navigate, negotiate, and maintain meaningful relationships with a diverse network of stakeholders, and will represent the Coalition before the media, government, and others. They will ensure a strong presence for CCEH in state, local and national politics, and provide direction for the advocacy efforts of Coalition members, in tandem with Reaching Home partners. The CEO will oversee CCEH communications with members and others who provide services to people experiencing homelessness and leverage the expertise of staff and senior leadership whenever possible.

QUALIFICATIONS OF THE IDEAL CANDIDATE

The successful candidate will be an innovative, seasoned, and agile leader who possesses both the vision to inspire and the skills to lead an organization into the future. With a demonstrated commitment to CCEH's mission to end homelessness, the new CEO will be a confident, transparent, collaborative, and accessible leader. Moreover, the CEO will demonstrate the ability to protect, secure, and expand funding, while operating with integrity and sound judgment.

While no one person will embody all the qualities enumerated below, the ideal candidate will possess many of the following professional and personal abilities, attributes, and experiences:

- Ten years' experience in social and human services or relevant non-profit management experience highly desired, including supervising, evaluating, and inspiring staff, with a demonstrated commitment to economic and social justice.
- Demonstrated leadership in a complex, dynamic organization including fiscal oversight and budget development experience, revenue development, and fundraising experience; the ability to lead complex organizations through periods of growth and change, requiring creative and innovative solutions to complex challenges.
- Demonstrated success in convening and engaging a diverse group of stakeholders, furthering efforts to build inclusive dialogue that advances equity and honors a range of perspectives and viewpoints within the sector.
- Proven track record in executing a strategic plan and moving it from concept to implementation.
- An illustrated understanding of sound board governance gained from direct experience working with professional boards or through active board involvement.

- Maturity and wisdom to engage and leverage a board’s diverse knowledge and expertise to hone the organization’s strategic direction.
- Capacity to manage data systems and identify solutions that resolve pain points while promoting greater efficiency and transparency.
- Exceptional written and verbal communication and interpersonal skills with a high emotional IQ; Ability to understand, translate, and adapt content for a variety of audiences.
- A management style that embodies respect, transparency, teamwork, and accountability.
- Exceptional personal initiative and follow-through required to meet aggressive goals, including supporting and motivating staff and volunteers in attaining those goals and fulfilling commitments outlined by partners and funders through inclusive leadership.
- A commitment to the professional development of staff at every level within the organization.
- Unquestionable ethics, honesty, and integrity in professional, business, and personal dealings with a positive “can do” attitude.
- Flexibility, humility, and a sense of humor with the ability to share credit and spotlight others’ contributions.
- Ability to provide calm, approachable leadership and direction under all circumstances.
- An optimistic outlook and the humor, integrity, patience, and perseverance necessary to advance efforts to ensure underserved populations have greater access to services.

TO APPLY

More information about the Connecticut Coalition to End Homelessness may be found at: www.cceh.org

This search is being led by [Tamar Datan](#) and [Chris Cannon](#) of [NPAG](#). Due to the pace of this search, candidates are strongly encouraged to apply as soon as possible. Candidates may submit their cover letter, outlining their interest and qualifications, along with their resume via NPAG’s [candidate portal](#).

Cultivating a diverse and inclusive team of board members, staff members, and partners is an essential component of CCEH’s work to advance equity. Candidates of all backgrounds are strongly encouraged to apply.