

## Colorado Coalition for the Homeless Chief Executive Officer

***The Board seeks a deeply experienced nonprofit executive to assume leadership of one of America's largest, most effective providers of housing, health and other services for unhoused individuals & families.***

***The successor to a highly regarded innovator in supportive housing solutions, the new CEO will advocate for the homeless, forge productive alliances, and deliver cost-effective health and housing solutions in Colorado while maintaining a strong balance sheet.***

### **BACKGROUND**

Founded in 1984, Colorado Coalition for the Homeless (CCH) delivers a broad array of housing, physical & mental health and supportive service solutions for people who are housing insecure and homeless. CCH's mission is to create lasting solutions for families, children, and individuals throughout Colorado who are experiencing or are at-risk of homelessness. Through its advocacy, policies, programs and leadership, CCH has influenced approaches to serving housing insecure and homeless people both statewide and nationally, and has directly provided a wide array of services to those in need.

[CCH](#) is an innovative developer of supportive housing for people experiencing homelessness, and provides healthcare as a Federally Qualified Health Center (FQHC). The organization has a contextualized understanding of the different challenges, struggles and circumstances experienced by people living with poverty and housing insecurity. CCH and its staff, board and supporters refuse to tolerate the dangers faced by individuals and families sleeping in cars, tents, or on the streets. CCH programs address a broad array of needs of the homeless, with a view that housing insecurity must be treated as both a cause of poverty and also as a symptom driven by other causes like behavioral and physical health challenges, joblessness, and other factors. This sophisticated approach makes the organization a valued partner to Colorado's state and municipal government agencies, businesses, other nonprofits and diverse community organizations that form a network of allies, all of whom are focused on ameliorating poverty in Colorado. CCH has grown rapidly, a sad consequence of America's metastasizing housing crisis. With a staff of 750 and budget of about \$115m, CCH annually provides housing to 4,000 individuals or family units, temporary shelter to 600 individuals in converted motels, and healthcare to over 15,000 people. CCH is based in Denver, but operates statewide throughout Colorado, with services delivered where homelessness is most acutely felt in larger cities.

The Board expects to continue the organization's founding emphasis on housing, healthcare and associated supportive services. Current trends are not good for those living in poverty, and increasing numbers of working poor are slipping into housing insecurity as inflation and other factors drive rental, fuel, food and other costs higher. While the economy seems to be in reasonably good shape when viewed in average terms, this is deceptive when it comes to the experience of those at lower income levels where there is an entirely different economy. At the lower end of the income spectrum, wages do not keep up with inflation and the tilt toward the knowledge economy in America means that it can be difficult to find and keep certain kinds of jobs. As a result, the number of unhoused people living on the street and in encampments is rapidly increasing and this trend is expected to continue across America. Over the next years government entities will be collaborating with CCH and other supportive housing organization to address emergency shelter and housing requirements, while developing long-term, sustainable, cost effective housing and healthcare solutions.

***CCH will continue to expand as the multi-dimensional problem of housing insecurity impacts municipalities across Colorado, and in the process will forge close partnerships with government, business, nonprofit and community leaders and organizations in the state and nationally.***

## **BASIC FUNCTION**

The CEO will lead Colorado Coalition for the Homeless, and in the process deliver an array of trauma-informed services and solutions that address the specific needs of those living with poverty and housing insecurity.

The CEO may or may not come specifically from an entity that provides housing solutions; that said, this leader must have a deep understanding of the experience of people who live in poverty, in insecure circumstances, and with an array of health and other challenges. The CEO will be an advocate, a deal-maker, a collaborator and partner, designer of innovative services and solutions, negotiator, culture-builder and problem-solver.

Financial strength and sustainability have been central to CCH's success in serving the housing insecure and homeless, and financial strength is central to its successful partnerships with government, business, nonprofit and community organizations. The CEO must have an ability to shape investments in solutions and services with an eye toward driving beneficial impact, must be able to spot financial risk before it materializes, be able to balance and share risk and return with other partners, say "no" when necessary to certain initiatives (even when under strong pressure to say "yes"), and be able to explain actions to partners in ways that gain respect even when there may be disagreement.

The CEO must understand complex financing structures, financial planning, budgeting, controlling and accountability workflows, but more importantly must have a gut-level sense that connects financial means with outcomes delivered to clients, municipalities and partners. All CCH solutions and services must be shaped and managed to deliver desired and meaningful benefits to clients, be cost effective in the short-term, and be financially sustainable and scalable in the long-term.

As the organization continues to grow, CCH's management structure, systems, competency map, workflows and team responsibilities will evolve. The CEO must come to the role equipped with a deep understanding of how management teams function at different scales, and be equipped to drive expansion organically or through one or more step-change projects.

**CCH is a values-driven organization that places clients at the center of all activity**, and the CEO must be client-focused on the organization's civil society mission. The organization truly honors the inherent dignity of its clients and partners, and deeply respects their capabilities, individuality, interests and independence. CCH staff foster hope among clients and they listen to clients, a behavior which the CEO is expected to model. CCH also actively advocates for social and racial equity, inclusivity, and diversity and, in community with partners and clients, challenges current practices where this will help reduce housing insecurity and homelessness and foster a stronger Colorado.

Specific responsibilities and oversight duties include:

### LEADERSHIP & CULTURE

- Working with the Executive Team, assess and make decisions on the organization's strategy, direction, organization structure, culture, and the array of housing, shelter, health and supportive services provided to clients; gain support of the Board, municipal, state and federal funders for the organization's programs and investments; develop productive partnerships with business, nonprofit and community entities who can help advance CCH's mission;
- Maintain an organizational climate that attracts, retains, motivates and develops a multi-cultural, diverse, high-quality staff and Board;
- Create an inclusive environment that embraces decisiveness, collaboration, transparency, open communication and accountability.

## FINANCE AND ACCOUNTABILITY

- Assure the financial strength of the Colorado Coalition for the Homeless, and in particular that services provided are sustainably funded, that debt is leveraged and supported by rental and program income, and long term financial planning is robust; constantly seek new and diversified sources of earned, grant and contributed revenue, but always with reluctance to simply chase available funds if the services required to receive those funds do not have needed impact, are not aligned to CCH strategies, or can not be cost-effectively delivered;
- Oversee and provide strategic guidance for strong financial performance; adhere to Board approved budget and operating plans; foster transparency and accountability; assure strong expense management and accurate (yet conservative) reporting on the organization's financial position, in the process highlighting financial risks and other exposure;
- Explore opportunities for growth and new programs; negotiate productive partnerships and relationships that benefit CCH clients and that advances the CCH.

## PROGRAMS

- Champion sustainable, high-quality programming while working to manage risks and liabilities that emerge during service delivery;
- Identify unmet needs, gaps in service and advocacy, especially by consulting CCH clients; continually upgrade programs by deliberately embracing experimentation and innovation in ways that also consider financial impact;
- Continue to foster a strong service orientation that is innovative, compassionate and professional; remain current with innovations in the field of service, ensuring that staff is trained in new approaches; share CCH's ongoing thought leadership in the field.
- Where possible scale current programs to address increased demand for services, and develop new programs where necessary; monitor how the nature of homelessness is evolving in Colorado, and; develop partnerships, policies and approaches that encourage upstream changes that would reduce homelessness;

## ADVOCACY, POLICY, PUBLIC RELATIONS AND COMMUNICATIONS

- Have a textured understanding of the challenges confronted by those living with housing insecurity and poverty, and the ability to share this understanding with others in various ways through story-telling, statistics, orchestrated experiences, conventional and social media outreach, events and other mechanisms; with this understanding and in partnership with others, develop effective policies and service approaches to alleviating poverty and homelessness in Colorado; advocate for such policies, constantly drawing in new partners by making the case that alleviation of homelessness and poverty is in everyone's interest;
- Drive visibility for Colorado Coalition for the Homeless by serving as a credible, articulate and effective spokesperson, in person and in writing; ensure that Colorado Coalition for the Homeless is recognized for its leadership and outcomes, including cost savings from reduced welfare and other social expenditures;
- Serve as a spokesperson and advocate for CCH clients, particularly with government funding entities; when appropriate, help influence state-wide and federal government policy related to funding CCH and other programs supporting those transitioning to independence and housing security; develop and communicate information showing the positive impact of CCH programs;
- Actively cultivate positive relations with leading funding, political, social services, public policy, housing and other constituents across Colorado and nationally.

## FUNDRAISING

- Understand municipal, state and federal funding streams for housing, health and supportive services, and the interests that each represents; be viewed as a valued partner and partnership builder by government and business funders; ensure that reporting is provided in ways that encourage confidence among funders that invested resources are honestly and tightly managed, and that there is transparency and accountability as services are provided;
- Understand the role of Low Income Tax Credits, Private Activity Bonds, New Markets Tax Credits and other innovative capital finance structures to construct housing and service facilities with private investment;
- Function as the organization's "Fundraiser-in-Chief" viewing all board, staff, programs, clients and partners through a fundraising lens; understand the actual and prospective funding communities for CCH; create strategies to secure sustained funding and engage staff and board members in solicitation activities; continually explore new and creative strategies to expand CCH's revenue base; develop corporate sponsorships, and governmental & nonprofit partnerships.
- Personally drive fundraising solicitation, especially with major private, government and business donors; develop fundraising alliances; lead and direct all fundraising efforts; appeal to donors, creating special and donor cultivation events for CCH;

## TEAM DEVELOPMENT AND MANAGEMENT

- Manage, motivate and evaluate staff to ensure that they are well-suited to addressing CCH client challenges and opportunities; promote employee engagement by remaining attentive to staff concerns; provide opportunities for staff to develop new and better ideas, skills, workflows and service approaches; promote the Colorado Coalition for the Homeless as a great and satisfying place to work and build a career centered in excellent service to diverse communities in need;
- Ensure that staff at all levels are focused on organizational priorities and big picture strategies;
- Through use of a combination of team assessment, performance accountability instruments, satisfaction and feedback surveys, and staff and board focus groups, continually improve team cohesion, staff and board member retention, and productivity;
- Forge meaningful partnerships with government, nonprofit, business and community organizations and leaders; empower staff to be active ambassadors of CCH and its clients.

## BOARD RELATIONS

- Engage Board members in advancing CCH in various ways by contributing time, expertise or treasure; provide ongoing communication and timely updates to the Board on the state of the organization;
- With the Board Chair, coordinate the efforts of various Board committees and task forces; encourage Board members' involvement in CCH's full range of activities, including all fundraising (including: personal giving, and identifying, cultivating, soliciting and thanking individual, corporate, foundation and government funders);
- Help identify and recruit new Board members, whose talents, commitment, and fundraising abilities are congruent with CCH needs and mission.

## **QUALIFICATIONS and CHARACTERISTICS**

The CEO will be an experienced leader possessing the following key qualifications and characteristics:

- A proven team-builder with a belief in and commitment to CCH clients, a deep familiarity with the challenges faced by those who are homeless or housing insecure, and strong involvement in poverty alleviation programs, supportive housing solutions, physical and mental healthcare, or associated services.
- Proven senior-level managerial and operational experience, problem solving, and financial experience in the nonprofit sector; executive experience in similarly sized public or private sector organizations.
- Experience with the forecasting, financial and project management and accounting workflows attached to real estate development projects, ongoing maintenance of depreciating capital assets would be beneficial.
- Demonstrated ability to increase earned and contributed revenue in ways that align to an organization's mission; a track record attracting financial support from individuals, government sources, foundations and businesses.
- Outstanding oral and written communication skills, including excellent public speaking skills.
- Experience growing organizations and services through: mergers, partnerships, organic growth, new service development, etc.; the ability to develop productive relationships with government agencies, politicians, businesses, nonprofits, community leaders and advocates from a variety of communities.
- Decisive and resourceful, with the organizational sensitivity to gain the support and confidence of the Board and staff at all levels; leader who empowers the leadership team and holds them accountable; understands the subtleties of recruiting, motivating, directing and retaining a diverse group of personalities with different work styles.
- A leader that deeply values diversity, equity, inclusion and accessibility, and who embodies and has a strong track record implementing anti-racist, culturally-responsive organizational policies and practices;
- An individual with outstanding human qualities; one who is straightforward, shares information easily, listens as well as offers advice, and respects the abilities of others; someone who imparts trust and integrity, and guides others in a similar vein.
- The CEO must maintain a sense of humor and grace under pressure.

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