



**CEO**

# **Opportunity Profile**

**Homeless Coalition of Hillsborough County (HCHC)**  
**Tampa, Florida**

## **THE HISTORY AND PURPOSE OF THE ORGANIZATION**

The Homeless Coalition of Hillsborough County (HCHC) is the lead entity for individuals and agencies that seek solutions to end homelessness in Tampa-Hillsborough County, Florida. HCHC was established in 1986 in conjunction with a state task force on homelessness. The Coalition is a nonprofit organization that was incorporated in June 2000. Coalition members include state, regional and local government agencies and funders; the public housing authority; nonprofit organizations that provide medical, substance abuse, mental health, housing, and employment services; the local school district; individual businesses; homeless and formerly homeless individuals, and representatives of homeless advocacy groups; the faith-based community; veteran service agencies; and law enforcement and corrections.

The purpose of HCHC is to develop and implement solutions to break the cycle of homelessness in Hillsborough County, Florida. To this point, the Coalition seeks to prevent individuals and families from becoming homeless and to ensure the availability of a comprehensive and holistic continuum of housing and support services that assist individuals and families who are homeless to become as self-sufficient as possible.

## **CORE VALUES AND COMMITMENTS**

The Homeless Coalition of Hillsborough County (HCHC) currently serves as the lead agency to orchestrate and implement the community's work on homelessness. HCHC is a 501©3, non-governmental organization overseen by a committed board of directors. Among other work, HCHC coordinates the Continuum of Care (CoC) grants process, administers the Unity database and oversees the implementation of the community's Ten Year Plan to End Homelessness.

## **DISTINCTIVENESS OF THE HOMELESS COALITION OF HILLSBOROUGH COUNTY**

Mission:

To bring together various entities, agencies, service organizations, and individuals to establish and maintain a concentrated effort to break the cycle of homelessness.

Vision:

To end homelessness in Hillsborough County.

HCHC works to fulfill their mission through educating, coordinating and leading in areas necessary to implement the community-developed plans.

This effort seeks to ensure the existence of a Continuum of Care services that assist the

homeless in becoming as self-sufficient as possible and includes with limitation the following:

- Directing resources for preventing at-risk families and individuals from becoming homeless, and associated services;
- Improving links between homeless service providers and mainstream services providing health care, mental health care, substance abuse treatment and other emergency, preventative and care services;
- Developing and implementing strategies to ensure there are stable and significant job alternatives and opportunities with associated job training available;
- Developing and implementing new approaches for providing temporary shelter opportunities for men women and children that include linkages to needed services;
- Planning for the development of transitional and permanent housing with supportive services.

In order to make progress on reducing the number of people experiencing homelessness, HUD (Housing and Urban Development) chose twenty-five Priority Communities in which to focus special technical assistance efforts. Because of the high numbers of people experiencing homelessness in Tampa, it was chosen for this Priority Communities project. Through a very in-depth information-gathering period, the following have been identified as the foundation to increase the level of success in the work happening in Hillsborough County:

1. Systems Integration
2. Discharge Planning
3. Performance Measures
4. Health
5. Employment and Income
6. Housing

## **FUNDING FOR HCHC**

Presently, the bulk of funding comes from federal grant money. It is the goal of the Board and the community for the CEO to have the financial knowledge and ability to bring together other private funders to include foundations, venture capitalist and people of high wealth to leverage funding opportunities. S/he will identify and acquire funding based on the focus areas identified in the strategic plan.

## **GOVERNANCE**

The new 10-year plan will necessitate different governance and staffing structure. The next CEO will have the necessary skills to identify, cultivate and obtain strong volunteer leadership in the community. S/he will need to bring in organizations into the efforts of ending homelessness that have not been active in the past.

## **STAFF**

Presently there are 7 full-time HCHC staff along with several AmeriCorps VISTA staff with multiple responsibilities for the organization. The next CEO will be commissioned to look at the staffing structure and make sure “the right people are on the bus and in the right seat.” This being said, HCHC under the new recommendations of the Ten Year Planning Process will be the “conductor” of the Plan, but will work with and through community members to accomplish the goals of HCHC.

## **THE POSITION**

The position of CEO of HCHC is a leadership position in the strongest sense of the word. The CEO is expected to provide executive leadership to all areas of the organization, but in summary the CEO will drive and navigate strategically the development of community partnerships through creating strong, trusting relationships with individuals, government leaders, corporate leaders and faith based leaders. The CEO will have strong business skills and establish a substantive collaboration by having all partners recognize the shared goals and outcomes, and how each one of them will play a key role in achieving measurable outcomes. S/he will be seen in the community of influential leaders as the go to person on bringing an end to homelessness in Hillsborough County. S/he will be expected to focus on the following areas:

- Creating a strategic plan and staying focused on the priorities of the community;
- Board development and capacity;
- Relationship development with both influential and affluent community leaders, stakeholders, faith based institutions and corporate partners.

### Strategic Leadership

Over the last year, Hillsborough County was chosen by HUD as one of 25 communities to go through an extensive strategic planning process to eliminate homelessness in the community. The result was the development of hard goals around units created, systems improvements and policy changes. These ambitious goals will require retooling the Tampa-Hillsborough County CoC to operate as one system, instead of many silos. Over and above this challenge comes evaluating and aligning HCHC staff in good job fit opportunities. The next CEO will be business savvy and bring strong leadership skills to HCHC

### Public Relations/Fundraising

It is essential the next CEO not only be comfortable but enjoy being in front of people and telling the story. Diversifying the revenue stream with local investors, foundations and corporate leaders is important to the growth and impact HCHC will have on Hillsborough County. S/he must have the ability to leverage federal funding with private funding.

HCHC has great potential in coordinating a media campaign, direct mail and general print on stories about changing lives. It will be important to institute a marketing plan to tell the story and support the strategic plan of the organization.

The next CEO of HCHC will be expected to have a high level of visibility in the community. S/he will be expected to get involved in major civic groups as well as identifying other opportunities to connect with community leaders will.

### Communications

The CEO must clearly know HCHC strategic focus and be able to articulate it in a confident concise manner. In a kind but firm way, s/he must be able to create a sense of understanding and buy-in on direction and how the message is shared collaboratively in the community.

### Change Management Leadership

With new leadership and new direction in the organization, change will most certainly occur. The successful candidate will have had oversight of effective staff teams in the past. The CEO will orchestrate any necessary changes needed in the organization gracefully and respectfully.

Board Development

The success and impact of any organization is highly dependent upon the relationship between the CEO and the Board. The successful candidate must work at developing a mutually regarded working relationship with each Board member. S/he must also lead the efforts of developing the Board, both numerically and in its effectiveness and establishing a level of understanding on board and staff responsibilities.

**THE PERSON**

The successful candidate is committed to ending homelessness in Hillsborough County, Florida. The candidate of choice should have personal warmth that invites trust and personal engagement. S/he should be able to work with a wide range of people.

Candidates should sense a calling to this cause. The mission of HCHC should energize this person. S/he should have a high energy level and readiness to take on a significant challenge.

The next CEO will be known as a leader. This person could come from a wide variety of professional backgrounds. The primary criterion is that s/he comes with a success track record and growing and leading; specifically, applying creativity and innovation to build organizations or companies that make a difference in their area of influence.

The successful candidate must be known for creating work environments that encourage all staff to develop fully their personal and professional lives. S/he must have a verifiable track record of productive, focused, collaborative team leadership.

This person will be a well-connected networker who is outgoing and enjoys meeting and influencing people. Over time, this person will have a broad range of contacts who, when approached with the right message could be inclined to give of their time, talent and financial resources to HCHC.

The CEO will have a bachelor’s degree in a related field; Master’s Degree preferred. S/he will have a minimum of five years successful experience in competencies to include staff development, community engagement, budgeting and fiscal management, strategic planning and implementation and marketing & communication.



The compensation consists of a competitive base salary dependent on the qualifications and experience of the successful candidate. A bonus structure is in place and is based on performance. A comprehensive benefit package is provided.

## **APPLICATION/INQUIRY PROCESS**

One can learn only so much from the resume. In order to help the selection committee get a more complete picture of you and your interest in HCHC, please provide succinct, but insightful responses to the following questions:

1. If you are coming from the private sector, at this point in your career why are you interested in leading HCHC?
2. What is it about the position of CEO of Homeless Coalition of Hillsborough County that attracts you?
3. In 3 -4 paragraphs, tell us about your leadership style.
4. Tell us about your experience – either on the Board of a not-for-profit organization or reporting to a Board of Directors. Please share details.
5. What is your interpretation of being homeless and the issues of being homeless?
6. Describe your experience in bringing community partners together for common good.
7. Describe your experience in Board Development.
8. Describe your experience in public policy

Submit (In WORD) these responses along with your resume to:

Kim Looby  
KLooby3@windstream.net

CEO  
Homeless Coalition of Hillsborough County  
Tampa, FL

