

MEMORANDUM

To: CSAH Executive Director Search Committee
Date: May 20, 2021
From: Charles McMillan, Sr.
McMillan and Associates

The attached charts depict the results of the survey taken among service providers and stakeholders. A total of fourteen (14) responses were received, ten (10) from service providers and four (4) from other stakeholders. While we were hoping for a greater response, we do believe enough data was collected, along with the board/staff survey, to proceed with the Profile. This survey dealt with the following:

- Qualities desired of the new executive.
- Challenges the new executive will face.
- Priorities the executive should address in the first 100 days.
- Main challenges facing the provider service agencies.
- Where the respondents could assist in the successful transition.

Highlights

Qualities

- **Service Providers** appear to feel that being a good communicator and a strategic thinker are extremely important qualities in the new executive. This was followed by relationship and consensus building. Leadership/managerial skills and program knowledge were next.
- **Stakeholders** considered the qualities somewhat differently. High on their list was leadership/managerial skills, program knowledge and relationship building. This was followed by strategic thinking and fundraising.



Significant Challenges

- **Service Providers** are of the strong opinion that understanding the complexities of addressing the issues of homelessness and navigating the “politics” of the areas are the main challenges the executive will face. This was followed by building relationship with service providers as well as developing a working relationship with governmental entities. Developing community support and coordinating/leading the efforts relating to homelessness was also seen as a significant challenge.
- **Stakeholders’** significant elements were building relationship with service providers, developing communitywide support, and navigating the “politics of the area. This group also felt that developing community-wide support and educating the community to be crucial.

First 100 Day Priorities

- **Service Providers** are of the opinion enhance relationship with provider agencies and identifying strategies leading to a more coordinated approach should be a high priority for the first 100 days. They follow this by desiring the executive and the board to define and clarify CSAH’s role. Ranking next is that of wanting the executive to understand the role of all entities addressing the issues of homelessness in the community. The following was a high priority as well: staff succession, review of the strategic plan, building a relationship with the board of directors and agency stability.
- **Stakeholders** are suggesting the following for the 100-day priorities: identify strategies leading to a more coordinated approach among all parties; agency stability; the executive along with the board define and clarify CSAH’s role; and enhance the relationship with provider agencies.

Agency Challenges

This item relates to the challenges faced by provider agencies as they address the issues of homelessness.

Service Providers challenges are listed below:



1. Uncoordinated community approach
2. Housing the homeless
3. Facility issues
4. Increased homeless population
5. Misconception of CSAH's role and mission
6. Lack of capital

Non-agency stakeholders' views:

1. Uncoordinated community services
2. Housing the homeless
3. Lack of capital
4. Misconception of CSAH's role and mission
5. Coordination of provider services

Note: the two groups appeared more closely aligned in responding to this survey item than in any of the others.

The last item of the survey asked what the respondents could do in assisting the successful transition to a new executive. Listed here are the comments taken directly from the survey.

"Perhaps we could offer a conversation to make him/ her aware of the specific services offered by each provider, to the specific populations served. Such a conversation could dispel the myth of duplication of services amongst emergency shelter service providers."

"Provide guidance regarding historical funding, roles and relationships; discuss local homeless issues and housing development efforts; work cooperatively and participate in discussions to improve coordination among service providers; continue to partner with the agency."

"Happy to assist in search, sharing job opportunity, meeting with incoming personnel, or any other way identified as helpful".

"One on one meeting and tour of facility."

"Collaborate to find solutions in partnership with other agencies to improve the overall CoC for those who are homeless."

"We can provide a positive, affirming, supportive partnership throughout the transition while also allowing space and time for challenges within our collective agency work to be thoughtfully addressed."

