



Search for the Chief Executive Officer
Crossroads Rhode Island
Providence, Rhode Island

THE SEARCH

Crossroads Rhode Island (Crossroads) seeks a visionary leader to serve as its next chief executive officer (CEO) and direct the organization into its next stage of success. A leading provider of housing and housing-related services to those experiencing homelessness both in Rhode Island and nationally, Crossroads understands that housing is the solution to ending homelessness for good. After 130 years in operation, Crossroads has expanded its ownership and management to over 375 residences statewide, servicing thousands of individuals and families experiencing homelessness. The organization has capitalized on the national attention given to homelessness in recent years, resulting in the formation of three key projects that will add an estimated 300 permanent supportive housing units to its management portfolio once completed.

The next CEO will bring a demonstrated commitment to the mission and vision of Crossroads (including experience with permanent supportive housing and Housing First models), a track record establishing partnerships with other organizations and key external stakeholders, and experience as a leader in a direct service organization of similar scope and complexity. A successful candidate will have extensive fundraising experience, demonstrated success partnering with a board, be politically savvy, and have strong business acumen. Prior experience navigating the complexities of financing low-income housing units will be essential.

Crossroads manages 375 permanent supportive housing units across Rhode Island, all offering an array of supportive services for residents, as well as five emergency shelter spaces. In addition to providing housing, Crossroads supports its residents' continued self-actualization and independence through workforce development and adult education programs. The organization serves over 4,000 clients annually, employs 180 full- and part-time staff, and has a combined operating budget of approximately \$33 million.

Crossroads has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications should be directed in strict confidence to the firm as indicated at the end of this document.

ABOUT CROSSROADS

Crossroads' 130-year journey to present-day operations has been marked by several service and philosophical shifts that have evolved to meet the needs of Rhode Islanders facing economic and social hardships. Founded as the Travelers Aid Committee of the YWCA in 1894 to assist and protect women who were traveling alone to Rhode Island in search of work, the organization gradually increased its scope over its first decades, eventually working with a larger group of transient adults and immigrants. By the 1970s, Travelers Aid had become a case agency for individuals and families impacted by the struggling economy and hit by hard times with a particular focus on crisis intervention, particularly for those impacted by drug, alcohol, and mental health.

During the recession and housing crisis of the 1980s, another shift came as the organization responded to the homelessness crisis in the state, leading to the creation of comprehensive 24/7 services, mobile medicine services, and education and employment services. Recognizing the need to provide permanent housing to address homelessness, Travelers Aid opened its first transitional housing for families in 1994 with 58 apartments for families. A decade later, in 2004, the organization rebranded to Crossroads Rhode Island and moved to its current location on Broad Street, taking ownership of 192 permanent supportive housing units attached to the building, known as the Tower.

In 2014, Crossroads shifted to its current philosophical model, Housing First, which prioritizes providing permanent housing to those experiencing homelessness before tailoring supportive services to their unique situations to address the root causes that led to their housing insecurity or homelessness. This research-based philosophy has resulted in Rhode Island having one of the smallest unsheltered populations in the nation. This critical shift in philosophy has allowed the urgent needs of individuals and families experiencing homelessness to be addressed by promoting safety, respect, and effectiveness as tools to end homelessness in Rhode Island for good.

In 2016, the organization merged with the Women's Center of Rhode Island, assumed ownership of a safe house operation, and created its Domestic Violence Program. That same year, it began managing Harrington Hall, the largest men's shelter in the state, and developed the Mike Terry Apartments in partnership with Whitmarsh House.

Today, Crossroads provides over 4,000 people in Rhode Island with housing and housing-related services, such as basic needs, case management, education, and employment. These timely and responsive shifts in services, tailored to meet the needs of the state's most vulnerable residents, have positioned the organization as Rhode Island's leader in direct services, housing, and programming for those experiencing homelessness.

HOUSING, PROGRAMS, AND SERVICES

By incorporating a Housing First approach, Crossroads is able to address the root causes of homelessness and tackle them in responsive ways. The staff and leadership at Crossroads understand that stable housing is the first step to permanent housing stability, particularly for those who have histories of chronic homelessness. Once stable housing has been achieved, residents are connected to supportive services, addressing the unique circumstances that led to the individual or family's homelessness in the first place. This approach has allowed housing to stay at the forefront of the conversation to end homelessness and ensures residents achieve safe housing conditions with limited barriers.

Crossroads Housing

Crossroads owns and operates more than 370 residences statewide and provides emergency shelter in six low-barrier locations. In partnership with government agencies and community organizations, they have worked to address chronic homelessness with the only proven solution: housing. By prioritizing investment in housing rather than shelter spaces, nearly 90% of Crossroads clients will eventually become self-sufficient and end their cycle of homelessness.

Residences

- Travelers Aid Housing, located in Providence, consists of 192 permanent supportive housing apartments for formerly homeless, single adults. These units are co-located with the case management, medical care, education, and employment services necessary to support this population on the journey to end the cycle of homelessness.
- The Mike Terry Apartments, located in Providence, consist of 11 fully furnished, efficiency apartments for formerly chronically homeless adults.
- [The Harold Lewis House](#), located in West Warwick, is designed to provide permanent supportive housing for 14 formerly homeless adults and veterans.
- Kingstown Crossings consists of two housing developments with 104 units for individuals and families, offering one-, two-, three-, and four-bedroom apartments.
- The [Beach Avenue Apartments](#), located in Warwick, expanded in 2023 after renovating the Warwick Family Shelter into four new permanent supportive family housing units, bringing the total units on this site to 11.
- The Citizens Bank Family Center Apartments consist of five residences for families in close proximity to 24-hour services housed at Crossroads' Providence Family Shelter.
- Crossroads Family Housing consists of 30 scatter-site homes and apartments throughout Providence. It provides case management support to families as needed.

Shelter

Crossroads operates five emergency shelter spaces and aims to move clients as quickly as possible from these spaces into stable housing options.

- The [Domestic Violence Program](#) provides emergency shelter services for 26 survivors and their children.
- The Citizens Bank Family Center provides emergency shelter for up to 15 families.
- Harrington Hall is Rhode Island's largest men's shelter and accommodates up to 112.
- The Women's Shelter accommodates 41 women.
- The Harford Avenue Couples Shelter accommodates up to 40 individuals.

Housing Development

Roads to Home is Crossroads' \$15 million public and private philanthropy campaign to create over 300 additional Permanent Supportive Housing (PSH) units across three properties to meet the growing needs of Rhode Islanders with extremely low income, no income, histories of trauma, and those who suffer from multiple chronic health and mental health conditions.

- The [94 Summer Street apartments](#) will introduce 176 new PSH one-bedroom units to those with the highest levels of chronic and street homelessness. Healthcare and public transportation will be easily accessible from these units. This project is expected to be completed in 2025.
- [160 Broad Street](#) will transform the "Tower" located at Crossroads headquarters, built in 1915, into 84 newer and larger one-bedroom and studio apartments. These critical renovations will bring to life the values of dignity and respect that are core to Crossroads by creating larger living spaces, removing communal bathrooms, and introducing private, in-unit bathing rooms and kitchens. The project has an expected completion date of 2026.
- [371 Pine Street](#), when completed in 2025, will be the first of its kind in Rhode Island to provide PSH units for 36 medically vulnerable adults. The building will be co-located with health and mental health services aimed at decreasing the health conditions exacerbated by homelessness.

Programs and Services

Crossroads' unique program offerings address the workforce shortage by providing workplace training and adult education, just one of the ways that Crossroads has evolved to become responsive to the needs of the population it serves. Crossroads' education and employment programs supply their clients with the tools they need to earn income and achieve stable housing goals. They offer trauma-informed adult education, job training, and support services to put their clients on a long-term pathway to housing stability while also increasing their earned income. Knowing income is one piece of the puzzle, Crossroads

also offers an employment resource center to assist with resumes, job searching, online applications, and career explorations.

ORGANIZATIONAL DETAILS

Crossroads is a 501(c)(3) nonprofit organization headquartered in Providence, Rhode Island. The CEO is supported by the president, the chief marketing and philanthropy officer, the chief financial officer, and the chief program officer. Crossroads employs 180 full- and part-time staff and is governed by a 40-member board of directors, which meets five times a year. The board's executive committee meets monthly.

Crossroads has an FY2023 operating budget of \$33 million. Regarding revenue, 57 percent is derived from contracts and grants, 29 percent from fundraising and capital, and 13 percent from rents, management, and fees. Operating expenses are allocated as follows: 47 percent to housing and property management, 33 percent to shelter and assessment, 16 percent to management and fundraising, and 4 percent to education and employment.

THE ROLE

The chief executive officer of Crossroads Rhode Island is responsible for establishing, with the board of directors, the strategic direction of the organization and driving the team to execute the vision, mission, values, and viability of the organization. This includes strategies relating to community outreach, operational excellence, and future growth in services and facilities. The CEO will ensure that fundraising and revenue generation, fiscal accountability, human resources, and programmatic strategies are effectively planned and implemented across the organization. It also includes ensuring compliance with Board directives and applicable grantor, federal, and state requirements.

KEY OPPORTUNITIES AND CHALLENGES FOR THE CEO

Working in conjunction with board members, staff, and partners the CEO will:

Lead the implementation of the Crossroads' next strategic plan

- Lead a collaborative process with the staff and board of directors to implement the vision and strategic plan that will guide the organization through its next chapter of operations.
- Provide support, oversight, management, and strategic vision for financial health, organizational development, and fundraising necessary to continue providing stable housing to individuals and families.
- Ensure the organization, its mission, programs, and services are compellingly communicated to relevant stakeholders.

- Build on the organization's success and inspire other providers to adopt Housing First models through strong, results-backed leadership both locally and nationally.

Elevate and promote Crossroads' status as a leader in the Housing First movement to stakeholders and funders

- Communicate effectively with stakeholders to keep them informed of the organization's work and promote its reputation as a valuable collaborator and leader in addressing chronic homelessness.
- Establish good working relationships and collaborations with community groups, funders, politicians, developers, and other organizations to help achieve Crossroads' goals.
- Lead the effort to complete the \$15 million capital campaign, Roads to Home, through public and private donations.

Address the challenge of housing development for low-income and chronically homeless Rhode Islanders

- Understand and collaborate with experts on financing low-income housing units via tax credit programs, legislative grants, and federal earmarks.

Partner with a mission-driven board of directors and identify and grow the talent of the board

- Build and sustain effective working relationships and processes with a community and determine appropriate structures for board and staff collaboration.
- Work with the chair of the board of directors to identify and recruit new board members who have relevant knowledge and experience navigating the complex realities of building and financing permanent supportive housing in Rhode Island for low-income and chronically homeless residents.

Ensure Crossroads' current and future fiscal sustainability

- Confront the realities of high turnover among entry-level and direct care staff.
- Plan for post-COVID-era state and federal funding levels to ensure programs and services go uninterrupted in the new funding landscape.

Elevate Crossroads' position as a provider of high-quality programs and services

- Serve as a thought leader in the Housing First movement, promoting programs and housing projects that prioritize stable housing, versus shelter, as a core strategy to end chronic homelessness.

- Expand the organization's influence and collaborations with other service providers to create additional opportunities to develop new housing.

QUALIFICATIONS AND CHARACTERISTICS

The next CEO will bring many of the following qualifications, professional experiences, and personal attributes:

- A minimum of 10 years of administrative experience with a major non-profit organization, including a minimum of 5 years in an executive leadership capacity.
- Bachelor's degree required; master's degree preferred.
- Operational experience within a public or private organization.
- Demonstrated experience cultivating relationships with major donors and previous success in attracting private current and future gifts from individuals, corporations, and foundations.
- Track record of establishing partnerships with other organizations, including businesses, community groups, government and elected officials, and key external stakeholders.
- Demonstrated understanding of and effective commitment to serving low-income and chronically homeless communities.
- Prior experience in social services, nonprofit housing development and management, building regulations, financing, and public agency rules/zoning.
- Demonstrated knowledge and experience in housing development and business acumen related to housing production or real estate.
- Excellent organizational, development, marketing, communication, and administration skills.
- Evidence of fostering a healthy organizational culture and promoting diversity, innovation, teamwork, and collaboration.
- Ability to manage and develop a senior leadership team and staff with a wide range of professional and technical skills.
- Build and nurture relationships internally and externally.
- A strategic and visionary leader.
- Strong interpersonal skills.
- Politically savvy.

COMPENSATION AND LOCATION

Salary range: \$325-375,000

Location: The successful candidates must reside in or relocate to Rhode Island. Leadership is expected to work on-site.

APPLICATIONS, NOMINATIONS, AND INQUIRIES

All inquiries, nominations, and applications (including resumes and two- to three-page letters of interest responding to the opportunities and challenges outlined above) should be directed in strict confidence to the search team [HERE](#). Applications will be reviewed as they are submitted. To be assured full consideration, please submit materials by June 7.

Donna Cramer, Partner
Tiara Mack, Associate
Isaacson, Miller

Crossroads is an equal-opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity or expression, pregnancy, age, national origin, disability status, genetic information, protected veteran status, or any other characteristic protected by law.