

DEPUTY DIRECTOR FOR PROGRAMS DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING

City and County of San Francisco, CA



THE CITY

One of the most popular tourist destinations in the world, San Francisco is a city of truly international character with an eclectic mix of Victorian and modern architecture and a highly diverse cosmopolitan population. With approximately 885,000 residents in a 47 square mile area, San Francisco is the thirteenth most populous city in the United States and the fourth most populous city in California. The City is an internationally famous tourist destination known for its cultural and performing arts scene. For the sports fans, San Francisco is home to the Giants and 49ers, with the A's, Raiders and Golden State Warriors located nearby in the East Bay. With over thirty international financial institutions, six Fortune 500 companies and a large infrastructure of professional services, including law, public relations, architecture, and graphic design populating downtown, San Francisco is a world-class city. With Silicon Valley nearby, San Francisco has also emerged as a high profile technology center. The City is home to San Francisco State University with over 30,000 students, the City College of San Francisco, the University of San Francisco, the University of California Hastings College of Law, and the University of California San Francisco.

THE GOVERNMENT

Incorporated in 1850, the City and County of San Francisco is a consolidated city-county. It is the only such consolidation in the state of California. The Mayor is also the County Executive and the County Board of Supervisors acts as the City Council. Because of its unique status, the government of San Francisco is responsible for a broad array of city, county, and regional functions. These include management of county health, welfare, and justice functions; a port, international airport, and a public transportation agency; and, a regional public utility department offering water, sewer, and power to customers in San Francisco and the broader region. The City has jurisdiction over property that extends well beyond the physical boundaries of San Francisco, including the San Francisco International Airport in San Mateo County and the Hetch Hetchy Valley and watershed in Yosemite National Park. The City charter defines the two branches of government in San Francisco. The executive branch, led by the Mayor, includes other citywide elected and appointed officials. The legislative branch consists of the eleven-member Board of Supervisors. The Board, led by a President, is responsible for passing laws and budgets. San Franciscans can also make use of direct ballot initiatives to pass legislation. Voters elect members of the Board of Supervisors as representatives of specific districts within the city. The current Mayor is London Breed, and the Board President is Norman Yee. Additional information on City government is located here: <https://sfgov.org/>

A RARE AND EXCITING OPPORTUNITY

The Department of Homelessness and Supportive Housing (HSH) began operations on August 15, 2016 with the mission of making homelessness rare, brief and one-time in San Francisco. The Deputy Director for Programs will be responsible for overseeing all programs and services operated under the Department of Homelessness and Supportive Housing. In partnership with the Department Director, Deputy Director for Administration and Director of Strategic and External Affairs, the Deputy Director for Programs will provide leadership and direction to the Department. Candidates will have a career history that demonstrates outstanding leadership skills and a strong understanding of the issues related to social services, homelessness and housing. This highly accomplished executive will be well prepared to help address homelessness, the number one issue in San Francisco. HSH has a well-developed Strategic Framework (<http://hsh.sfgov.org/research-reports/framework/>) and the Deputy Director for Programs will have the opportunity to continue successful implementation in a well-resourced environment.

THE DEPARTMENT

The Department of Homelessness and Supportive Housing, formed in August 2016, consolidated existing homeless services and housing previously administered by multiple City agencies. San Francisco is a pioneer in homeless service provision and some of the City's better-known programs include:

- Street outreach and service connection through the Homeless Outreach Team;
- The innovative Navigation Centers - a low-barrier shelter program;
- Rapid rehousing rental subsidies for families, adults, and transitional aged youth;
- The Homeward Bound program which has helped more than 10,000 individuals return to stable housing situations in their communities of origin; and
- A robust supportive housing program with over 7,600 units that provide permanent exits from homelessness to individuals and families in San Francisco.

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The Department of Homelessness and Supportive Housing has a budget of over \$260 million, with \$200 million contracted to nonprofit organizations. The staff of 130 works closely with nonprofit partners, other city departments, philanthropy, homeless and formerly homeless individuals, and the community at large to achieve its mission. The Department strives to be a national leader in the movement to end homelessness by developing a coordinated, client focused system that tests innovations and scales proven solutions.

The Department of Homelessness and Supportive Housing is in the second year of a five-year strategic framework designed to change how San Francisco addresses the homelessness crisis. The plan focuses on street outreach, temporary shelter, prevention, diversion, coordinated entry, housing placements, and exits from permanent supportive housing. It takes a data-driven approach to addressing homelessness, bringing a compassionate and common sense approach to using San Francisco's well-developed programs to create an effective Homelessness Response System.

THE POSITION

The Deputy Director for Programs will be responsible for the development, implementation and oversight of all programs and services operated under the Department of Homelessness and Supportive Housing. Under the supervision of the Department Director, this position will provide strategic direction and leadership as part of the executive team. The Deputy Director for Programs will lead City staff and community service providers to achievable measurable outcomes aligned with the Department's strategic goals and its mission of making homelessness rare, brief and one-time. The Deputy Director for Programs will help oversee the administration of local, state and federal resources for homeless services and housing. The position will lead a staff of approximately 90 employees and supervise at least four (4) senior managers who oversee key program areas.

Key Job Functions

- Provide leadership and guidance around developing and implementing departmental goals, objectives, policies, and priorities;
- Design, implement, administer, and evaluate the programs and services that will achieve the Department's goals and objectives;
- Participate in achieving the Department's Strategic Framework goals that are focused on outcomes and systems change;
- Adjust plans and programs to meet emerging or new goals while continuing to address major departmental priorities;
- Lead change management efforts to ensure program staff adopt and support the Strategic Framework implementation;
- Manage a team of senior managers to implement a variety of programs serving people experiencing homelessness;
- Monitor the efficiency and effectiveness of the department's organization structure, staff assignments, service levels and programs;
- Review and refine program staffing to optimize efficiency and response;
- Oversee division efficiency and effectiveness through annual performance planning and appraisals;
- Identify and analyze opportunities for improvement and implement as appropriate;
- Coordinate the collection of input, output and outcome data;
- Oversee the improvement and maximization of the City's Homeless Management Information System (HMIS) and the implementation and maintenance of the Coordinated Entry system;
- Use data analysis to track outcomes and make policy and programming decisions;
- Oversee the implementation of data sharing processes and procedures with other City departments and nonprofit partners while safeguarding of client personal information;
- Develop a culture of accountability by using data and goal setting while supporting staff in achieving those goals;
- Oversee the development, implementation and expansion of innovative prevention and diversion programs (aka Problem Solving);
- Maintain and improve San Francisco's efforts to reduce street homelessness with a special focus on people sleeping in their vehicles;
- Maintain and manage partnerships with federal and state agencies that fund homeless and housing programs;
- Represent the City and County of San Francisco at local, state and national conferences and meetings as needed;

- Work with the Department's advisory Local Homeless Coordinating Board (governing body of the Continuum of Care) as well as other committees and commissions as appropriate;
- Develop, maintain and strengthen relationships with nonprofit service providers while ensuring their work is aligned with Department's goals;
- Partner with other city departments including the Department of Public Health, Human Services Agency, Department of Public Works, Department of Children, Youth and Families, Department of Emergency Management and the Mayor's Office of Housing and Community Development;
- Participate in the realignment of service provider contracts and use of contract performance measures to achieve departmental goals;
- Direct the allocation of resources to achieve timely outcomes and measurable goals within budget;
- Assist with the development, implementation and management of budgets (operating and capital) in partnership with the Deputy Director for Administration and Finance; and
- Assist with the development, implementation and management of program contracts in partnership with the Deputy Director for Administration and Finance.
- All City and County of San Francisco employees are designated Disaster Service Workers through state and local law (California Government Code Section 3100-3109). Employment with the City requires the affirmation of a loyalty oath to this effect. Employees are required to complete all Disaster Service Worker-related training as assigned, and to return to work as ordered in the event of an emergency.

CHALLENGES & OPPORTUNITIES

The Deputy Director for Programs will play a key role in the following challenges and opportunities facing the department:

- **Diversity, Equity & Inclusion** – A disproportionate number of people of color and members of the LGBTQ community experience homelessness in San Francisco. The Department is committed to addressing issues of diversity, equity and inclusion through our work.
- **Client Needs** – The 2019 homelessness Point-in-Time count estimates that 69% of the people experiencing homelessness in San Francisco have at least one disabling condition. The Department of Homelessness and Supportive Housing is working to address the complex needs and challenges faced by many of our clients.
- **Culture and Leadership** – Continue building a client-centered organization focused on collaboration, inclusion, the use of data and accountability.
- **Provider Relationships** – Maintain strong collaborative relationships with nonprofit providers and other city departments.
- **Strategy** – Implement the strategic framework to address homelessness in San Francisco by achieving goals established by the Department.
- **Coordinated Entry** – Finalize the implementation of the citywide coordinated entry and assessment system that also serves as San Francisco's HMIS.
- **Street Homelessness** – Prioritize the reduction of street homelessness through innovative programs such as Navigation Centers and the Vehicle Encampment Resolution Team.
- **Housing** – Expand the number of housing exits available to homeless individuals and households through the City's housing development pipeline, master leasing of hotels, rent subsidies, rapid re-housing programs, diversion efforts and the Homeward Bound program.
- **Innovation** – San Francisco is a center of innovation and the Department will build on this energy and spirit. The innovative use of technology, data, private partnerships, alternative construction types, new programs and progressive social work practices are integral to the Department's success.
- **Efficient and Effective Services** – The City and County of San Francisco invests significantly in homelessness and has more dedicated housing and resources than most communities in the United States. The Department is working to maximize the impact of these investments by building an effective Homelessness Response Systems.

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THE IDEAL CANDIDATE

The ideal candidate will be a tested executive and proven leader who empowers employees to achieve their potential, celebrate their contributions, and drive toward success on behalf of the Department, our clients and the community. The Deputy Director for Programs will have a strong understanding of poverty, homelessness and the administration of federal, state and local social services. Additional personal attributes and characteristics strongly desired in this accomplished professional will include someone who:

- Possesses an understanding of the complexities of working as an executive within a large local government agency;
- Possesses outstanding management skill commensurate with running a complex system of care;
- Understands the importance of diversity, equity and inclusion in addressing homelessness;
- Embraces the opportunity to receive and incorporate feedback from stakeholders, especially those with lived experience;
- Has excellent supervisory and communication skills;
- Fosters an environment of continuous improvement and communicates feedback regularly;
- Makes decisions in a clear, timely and collaborative manner;
- Values honesty, integrity, trustworthiness, common sense and compassion;
- Demonstrates a practice of collaboration, innovation and transparency;
- Embraces data analysis to achieve efficiency and effectiveness and has the ability to create a culture of achievement and accountability;
- Supports the Department's vision and able to drive the implementation of its strategic framework; and
- Has a passion for:
 - Working closely with diverse communities to address issues of poverty;
 - Providing an exceptional place to work for employees;
 - Continuing to improve service provision through the use of best practices;
 - Ensuring that exceptional customer service is provided to clients;
 - Finding solutions to homelessness in a high-cost, low-vacancy housing market; and
 - Ensuring that HSH treats its clients, staff and nonprofit partners with dignity and respect.

The ideal candidate will have experience working and managing within a civil service/merit system environment. This person will have outstanding personnel management skills including the ability to engage in coaching, set expectations, hold staff accountable, and conduct effective performance evaluations. Lastly, this person will thrive in leading day-to-day operations of a very fast-paced, multi-faceted and high profile department.

Qualifications

Minimum Qualifications

- Baccalaureate degree from an accredited college or university in fields such as public administration, public policy, social work, business administration, or closely related fields; and
- Four (4) or more years of experience managing an organizational unit or program within the field of social services, homelessness, supportive housing, or similar public sector programs with responsibilities including: evaluating, planning, and supervising staff and their activities; program development; program evaluation; policy analysis; and strategic planning.

Desirable Qualification

- Master's degree in fields such as public administration, public policy, social work; or closely related fields.
- Knowledge and experience with:
 - Social service systems that focus on homelessness and/or poverty;
 - Best practices, public policy, and funding streams related to homelessness and/or social services;

- Principles and practices of policy analysis and development at the Federal, State and local levels;
 - Methods of program evaluation, performance measurement and monitoring;
 - Program and budget development; and
 - Principles and practices of project management, especially for large-scale systems implementation.
- Ability to:
 - Effectively supervise managers and staff;
 - Coordinate and supervise the development and implementation of complex programs;
 - Analyze and resolve complex administrative and budgetary problems
 - Negotiate effective solutions that balance diverse interests;
 - Analyze and evaluate complex program and operational problems and implement effective solutions;
 - Prioritize the needs of people experiencing homelessness while responding to concerns of the community at-large;
 - Work independently in a fast-paced environment;
 - Exercise sound judgment within general policy guidelines;
 - Communicate effectively, both verbally and in writing; and
 - Effectively manage multiple high priority projects at a time.

COMPENSATION

This position is classified as a Deputy Director III (#0953). The salary range is \$149,916 to \$191,308 annually. Appointment above the maximum of the normal range may be considered based on documented and substantiated recruitment and retention issues or exceptional skills. In addition to competitive salaries, the City offers: flexible benefit plans with pre-tax elections which include: medical, dental, and vision coverage; retirement plan; 457 deferred compensation plan; social security; long-term disability plan; and life insurance; paid management training program; paid vacation; paid holiday; and paid sick leave. More information on working at the City and County of San Francisco can be found here: <https://sfdhr.org/>

HOW TO APPLY

The City/County of San Francisco encourages women, minorities and persons with disabilities to apply. Applicants will be considered regardless of race, color, creed, national origin, ancestry, sex, marital status, disability, religious or political affiliation, age, sexual orientation, medical condition or pregnancy.

Please apply **online** by **July 19, 2019** at www.allianceRC.com. The City/County is targeting the week of August 1, 2019 for first round candidate interviews. For questions, inquiries or candidate recommendations, please contact:

Sherrill Uyeda or Cindy Krebs

ALLIANCE RESOURCE CONSULTING LLC

1 Centerpointe Drive, Suite 440
La Palma, CA 90623

Telephone: (562) 901-0769

Email: suyeda@alliancerc.com or
ckrebs@alliancerc.com



<http://twitter.com/GoAllianceRC>



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