

DEPUTY DIRECTOR FOR PROGRAMS DEPARTMENT OF HOMELESSNESS

City and County of San Francisco, CA



THE CITY

As one of the most popular tourist destinations in the world, San Francisco is known for its iconic landmarks, eclectic architecture and cultural diversity. With approximately 800,000 residents in a 47 square mile area, San Francisco is the fourteenth most populous city in the United States and the fourth most populous city in California. San Francisco is internationally renowned for its cultural and performing arts, coastal beaches and parks. For sports fans, the City is home to the Giants and 49ers and nearby Oakland A's, Raiders and Golden State Warriors. With more than thirty international financial institutions, six Fortune 500 companies and a large network of professional services, including legal, public relations, architecture, and graphic design firms, San Francisco is a world-class financial and commercial hub. San Francisco offers a thriving technology sector and large network of universities and colleges including San Francisco State University, City College of San Francisco, the University of San Francisco, the Art Institute of California, the Academy of Art University, University of California Hastings College of Law, and the University of California San Francisco, dedicated to health sciences and biomedical research. San Francisco is also home to some of the most innovative nonprofit organizations in the world.

THE GOVERNMENT

Incorporated in 1850, the City and County of San Francisco (CCSF) is the only consolidated city-county in the state of California. 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 public 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 both in San Francisco and the broader region. CCSF 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 watershed in Yosemite National Park. Under the City Charter, the government of San Francisco is governed by the two branches. The executive branch is headed by the Mayor and includes other citywide elected and appointed officials. The eleven-member Board of Supervisors comprises the legislative branch, headed by a president of the board, and responsible for passing laws and the CCSF budget. San Franciscans also use direct ballot initiatives to pass new legislation. Members of the Board of Supervisors represent specific districts in the city. The current Mayor is Edwin M. Lee, and the Board President is London Breed. Additional information can be found at www.sfgov.org.

AN EXCITING OPPORTUNITY

San Francisco is a pioneer in homeless services and a leader in providing supportive housing as a permanent exit from homelessness. In December 2015, Mayor Lee announced the formation of a new department, effective July 1, 2016, focused on preventing and ending homelessness among individuals, families, and youth in San Francisco. The Mayor consolidated existing programs under one city agency and added significant new funding to achieve this mission. The Department of Homelessness and Supportive Housing seeks to be a national leader in the movement to end homelessness by developing a coordinated, client-focused system of services, piloting innovative models, and implementing proven solutions with measurable results. Recently, Mayor Lee appointed Jeff Kositsky, a nationally recognized leader in innovative homeless services with over 20 years of experience managing nonprofit organizations in San Francisco to lead the new department. The Department of Homelessness and Supportive Housing has a budget of \$220 million, with \$175 million contracted to nonprofit organizations. The staff of 110 works closely with its nonprofit providers as well as other city departments, philanthropy, homeless and formerly homeless individuals, and the larger community to achieve its mission. City programs include:

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- Street outreach and service connection through the Homeless Outreach Team.
- 1,500-bed shelter system for single adults and families including shelters for members of the LGBT community and survivors of domestic violence.
- Navigation Centers that provide temporary shelter to chronically homeless individuals using a low-threshold entry model.
- Rapid rehousing rental subsidies for families, single adults, seniors and transitional aged youth.
- The Homeward Bound program which has helped 10,000 individuals return to stable housing in their city of origin.
- Robust supportive housing programs of nearly 6,500 units which provide permanent housing and services to formerly homeless individuals and families.

For more information on the new department, visit <http://dhsh.sfgov.org/>.

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 direction of the Department Director, this position will provide strategic direction and leadership as part of the senior management team that includes the Deputy Director for Administration and Finance and the Deputy Director for Policy and Communications. 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 in San Francisco 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 75 employees and supervise at least four (4) senior managers who oversee key program areas.

Key Job Functions:

- Provide leadership and guidance around developing departmental goals, objectives, policies and priorities;
- Design, implement and administer the programs and services that will achieve the Department's goals and objectives;
- 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 and the Mayor's Office of Housing and Community Development;
- Direct the allocation of resources to achieve timely outcomes and measurable goals within budget;
- Adjust plans and programs to meet emerging or new programs while continuing to address major departmental priorities;
- Monitor the efficiency and effectiveness of the departmental organization structure, staff assignments, service levels and programs;

- Identify and analyze opportunities for improvement and implement improvements as appropriate;
- Manage a team of senior managers to implement a variety of programs serving and housing people experiencing homelessness;
- Build, 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;
- Coordinate the collection of input, output and outcome data within the department and across its service;
- Use data analysis to make policy and programming decisions and track outcomes;
- 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;
- Build a coordinated system of homeless services and coordinated shelter and housing access;
- Oversee the development of innovative homelessness prevention and shelter diversion models;
- Participation in the creation of a strategic plan for the Department's first five years focused on outcomes and systems change; lead change management efforts to ensure program staff adopt and support strategic plan implementation;
- Review and refine program staffing to optimize efficiency and response; oversee division efficiency and effectiveness through annual performance planning and appraisals;
- Lead the realignment of service provider contracts and use of contract performance measures to achieve departmental goals;
- Oversee the improvement and maximization of the City's Homeless Management Information System (HMIS) and the creation of a Coordinated Entry System; and
- Oversee the implementation of data sharing processes and procedures with other City agencies and ensure the safeguarding of client personal information.

CHALLENGES & OPPORTUNITIES

The Department will be a high-performing organization that will build on the foundation of the former Mayor's Office of Housing Opportunity, Partnerships and Engagement (HOPE), the Department of Public Health and the Human Service Agency. The Deputy Director for Programs will play a key role in the following challenges and opportunities facing the new department:

- **Culture and Leadership** – Establish a culture and organization focused on collaboration and accountability. Working collaboratively will play a key part in the success of the Department as it brings together staff and programs from other city agencies.
- **Provider Relationships** – Maintain strong collaborative relationships with nonprofit providers. It is important to realign the services to achieve the Department's goals while continuing to support the development of a strong, innovative and effective cadre of nonprofit service providers.

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- **Strategic Planning** – Create a unified strategy to address homelessness with assistance from the Corporation for Supportive Housing and other nationally recognized experts. This is a unique opportunity to set a clear, data-driven strategy that will provide direction for the Department for the next five years.
- **Coordinated Entry** – Develop and implement a city-wide coordinated entry and assessment system that will also serve as San Francisco’s HMIS. This system will be used by multiple city agencies and nonprofit providers – creating a streamlined, client-centered service delivery system that provides real-time information for short-term and long-term planning and program delivery.
- **Street Homelessness** – Address the growing problem of encampments and street homelessness in San Francisco. Despite the City’s success in providing housing to more than 20,000 people during the last 10 years, there has been a visible increase in street homelessness in recent years. The Department will be prioritizing the reduction of street homelessness through innovative programs such as navigation centers and a newly formed street encampment response team.
- **Housing** – Expand the number of housing exits available to homeless individuals and households. Mayor Lee has directed the new Department to house 8,000 homeless individuals by 2020. Work has already begun to achieve this goal through the City’s housing development pipeline, master leasing of hotels, public housing renovation, rent subsidies, rapid re-housing programs, and the Homeward Bound program.
- **Innovation** – Foster innovation and an outcomes focus in the new department. San Francisco is a center of innovation and the Department of Homelessness and Supportive Housing 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 will be integral to the Department’s success.

THE IDEAL CANDIDATE

The ideal candidate will be a tested manager and proven leader who empowers employees to achieve their potential, celebrate their contributions, and drive toward success on behalf of the Department. The Deputy Director for Programs will have a strong understanding of issues of homelessness and the administration of federal, state and local programs to address homelessness.

Additional personal attributes and characteristics strongly desired in this accomplished professional will include being a:

- Values honesty, integrity, and compassion,
- Possesses an understanding of the complexities of working within a large local government,
- Demonstrates a practice of collaboration, innovation and transparency,
- Understands the importance of diversity and equity as well as the nexus of race and homelessness,
- Promotes continuous improvement, and
- Embraces new technology and data analysis to achieve efficiency and effectiveness.

Additionally, the ideal candidate for the Department will embrace the current vision and have a passion for:

- Providing an exceptional place to work for employees,
- Continuing to revolutionize the shelter experience through best practice models,

- Instituting exceptional customer service to external and internal clients,
- Finding solutions within a high-cost, low-vacancy housing market with limited affordable housing options for people experiencing homelessness,
- Working closely with diverse communities to address issues of poverty, housing and homelessness,
- Promoting creative approaches to enhance the shelter experience for its clients, and
- Ensuring that hundreds of staff and nonprofit partners are properly trained and treated with dignity and respect.

Education and Experience

A Bachelor's degree is required (social work, public administration, public health, or other related field). Master's degree or equivalent is preferred. Candidates must also have at least five (5) years of successful and proven management experience in social service administration, housing administration or other homeless services.

COMPENSATION

The annual salary range is \$141,310 to \$180,336 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 of 10 days a year and 11 legal holidays and paid sick leave.

HOW TO APPLY

Please apply **on-line** by **Friday, August 19, 2016** at www.allianceRC.com. The position will be considered "open" until a final selection is made. If you have questions, difficulties with the on-line application system, or would like to discuss the opportunity further, please contact us at:

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Alliance Resource Consulting LLC

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.