



DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING



**BERKELEY SEARCH**  
CONSULTANTS



**DEPUTY DIRECTOR FOR PROGRAMS  
DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING  
CITY AND COUNTY OF SAN FRANCISCO**

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# THE CITY

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Historical Golden Gate Bridge

- 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, 49ers and Golden State Warriors, with the A's 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 DEPARTMENT

- The Department of Homelessness and Supportive Housing, formed in August 2016, consolidated existing homeless services and housing programs previously administered by multiple City agencies. There are six core components of the Department's homelessness response system: outreach, problem-solving, coordinated entry, temporary shelter, housing and housing ladder. 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. Some of San Francisco'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 8,000 units that provide permanent exits from homelessness to individuals and families in San Francisco.

# THE GOVERNMENT

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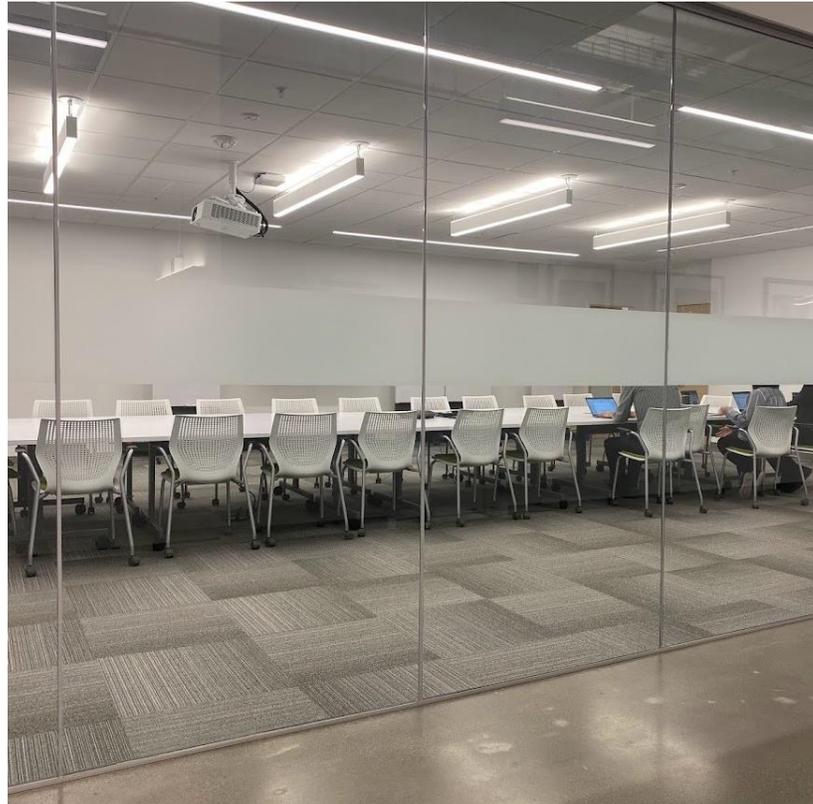


San Francisco City Hall

- 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 Shamann Walton. Additional information on City government is located here: <https://sfgov.org/>

# THE POSITION

- The Deputy Director for Programs reports to the Chief Deputy Director and will have primary responsibility for implementation and oversight of a large and interconnected array of programs and services administered by the Department of Homelessness and Supportive Housing. Acting in concert with the other members of the executive leadership team, this position will also provide overall strategic direction, community ambassadorship and leadership to the organization as a whole. The Deputy Director for Programs will lead City staff and community service providers to achieve measurable outcomes that are 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 the Programs Division staff of approximately 119 employees and will directly supervise at least three (3) senior managers who oversee key program areas. The Programs Division is supported by and works in close coordination with the Department's other divisions: Administration & Finance; Communications & Legislative Affairs; Planning, Performance & Strategy and the Office of Racial Equity.



# JOB FUNCTIONS

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- Embrace the Department's racial equity goals and provide leadership to help advance the achievement of those goals within the organization and within the larger homeless delivery system
- Lead change management efforts to ensure program staff adopt and support the implementation of the department's priorities
- Manage a team of senior managers to implement a variety of programs serving people experiencing homelessness
- Ensure that Division staff receive regular performance planning and appraisals
- Work in close concert with the Planning, Performance & Strategy Division to coordinate the collection of input, output and outcome data for the department's programs and services
- Work in close concert with the Administration & Finance Division to guide improvements to the City's Homeless Management Information System (HMIS)

# ADDITIONAL JOB FUNCTIONS

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- Oversee significant expansion of the Department's permanent supportive housing portfolio, while also focusing on filling vacancies within the existing portfolio
- Maintain and improve San Francisco's efforts to reduce street homelessness with a special focus on street outreach and engagement of people sleeping in their vehicles
- Maintain and manage partnerships with federal and state agencies that fund homeless and housing programs, the Department's Local Homeless Coordinating Board (governing body of the Continuum of Care), Strategic Framework Advisory Committee, Shelter Monitoring Committee and other advisory/oversight bodies as appropriate
- Direct the allocation of resources to achieve timely outcomes and measurable goals within budget
- 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
- Support development of an overarching vision and operational strategy for San Francisco's Coordinated Entry system and oversee implementation of the system

# 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;
- Four (4) or more years of experience within the field of social services, homelessness, supportive housing, or similar service areas;
- Six (6) or more years of senior-level management experience in the public, private or nonprofit sector, with responsibilities including: direct supervision of staff and their activities, program development, program implementation, and strategic collaboration across organizations or systems.
- A Master's degree in public administration, public policy, social work or another related field may substitute for one (1) year of the required management experience.

## Desirable Qualifications

- 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 and current issues in the field of homeless service delivery;
  - - Managing the operations of a large and complex organization;
  - - Familiarity with Federal and State of California policies and funding streams related to homelessness and housing;
  - - Program and budget development; and
  - - Project management, especially for large-scale systems implementation projects.

# THE IDEAL CANDIDATE

The ideal candidate will be a skilled manager and visionary leader who develops and supports employees, builds morale through staff recognition and celebration of success, and centers the needs of the Department's clients in all aspects of the work. The Deputy Director for Programs will have a strong understanding of poverty, homelessness and the administration of federal, state and local social services. The successful candidate will possess all or most of the following experiences, skill sets and personal attributes:



HSH Navigation Center

- Has experience working at a senior management level in a large and complex public sector agency, or experience working closely with government agencies
- Has experience managing within a civil service/merit system environment, and outstanding personnel management skills including the ability to engage in coaching, setting expectations, and conducting effective performance evaluations
- Thrives in an extremely dynamic, fast-paced and high-profile workplace and can effectively manage multiple high priority projects at the same time
- Has demonstrated experience running the day-to-day operations of a complex system of care
- Understands the relationship between systemic racism and homelessness and brings an equity lens to all aspects of the work
- Possess emotional intelligence as well as strong written and verbal communication skills
- Fosters an environment of continuous improvement and communicates feedback regularly
- Can negotiate effective solutions that balance diverse interests and is able to prioritize the needs of people experiencing homelessness while responding to concerns of the community at-large
- Demonstrates a practice of respectful communication, authentic collaboration, innovation and transparency

## CHALLENGES & OPPORTUNITIES

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

- **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.
- **Street Homelessness** – Prioritize the reduction of street homelessness through innovative programs such as Navigation Centers and Vehicle Triage Centers.
- **Housing** – Expand the number of housing exits available to homeless individuals and households through the City's housing development pipeline, acquisition of hotels, use of HUD vouchers, 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 System.

# COMPENSATION & BENEFITS



The crew at the new location in SF

This position is classified as a Deputy Director III (#0953). The salary range is \$166,270 to \$212,212 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.
- **CONDITION OF EMPLOYMENT:** All City and County of San Francisco employees are required to be vaccinated against COVID-19 as a condition of employment. For details on how it is applicable to your employment, please click [here](#).
- The City and County of San Francisco encourages women, minorities and persons with disabilities to apply. Applicants will be considered regardless of their sex, race, age, religion, color, national origin, ancestry, physical disability, mental disability, medical condition (associated with cancer, a history of cancer, or genetic characteristics), HIV/AIDS status, genetic information, marital status, sexual orientation, gender, gender identity, gender expression, military and veteran status, or other protected category under the law.

More information on working at the City and County of San Francisco can be found here: <https://sfdhr.org/>

# How to Apply

- This is a confidential process and will be handled accordingly throughout the various stages of the process. References will not be contacted until mutual interest has been established.
- Interested parties may apply by emailing a comprehensive resume and cover letter to [SF-HSHS-CEO@berkeleysearch.com](mailto:SF-HSHS-CEO@berkeleysearch.com) . This position will be considered “open” until final selection is made. For first consideration, **Candidates should apply by January 26th, 2022, for first consideration.**
- Candidates may receive additional requests for information. Only the most highly qualified candidates This timeframe is preliminary and subject to change.
- Confidential inquiries and questions regarding this career opportunity should be directed to Toni Rodriguez at Berkeley Search Consultants [trodiguez@berkeleysearch.com](mailto:trodiguez@berkeleysearch.com).



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- In response to the COVID-19 pandemic, the State of California made funding available to local governments to bring temporary hotel rooms online to provide safe refuge to homeless residents. San Francisco mounted a citywide coordinated response, and in a matter of months stood up nearly 2,200 rooms, represented 19% of the statewide total, and second only to the much larger Los Angeles County. The Department of Homelessness and Supportive Housing is now simultaneously administering and demobilizing the Shelter-In-Place Hotel Program and has made a commitment that no residents of that system will be exited to the street, unless by client choice. In July of 2020, Mayor London Breed announced her Homeless Recovery Plan (<https://sf.gov/data/homelessness-recovery-plan>), which the Department is now implementing.
  - The Department works closely with community-based organizations, other city departments, elected officials, philanthropy, homeless and formerly homeless individuals, and the community at large to achieve its mission, and is in the final year of a five-year strategic framework designed to change how San Francisco addresses the homelessness crisis. Given the seismic shifts in community needs, service delivery systems and the funding landscape over the past eighteen months, the time is ripe for a renewed strategic planning effort, which the Department will undertake in 2022. The Department's leadership team is committed to taking an equity-centered, community-informed and data-driven approach to both the planning process and to all of its ongoing and future efforts to address homelessness in San Francisco.
  - More information about the Department and its programs can be found at [www.hsh.sfgov.org](http://www.hsh.sfgov.org)