

Episcopal Community Services Chief Program Officer

Both the approach to eliminating homelessness and the environment in San Francisco are changing. As the largest provider of housing and services for adults experiencing homelessness, ECS is at an inflection point: with an ambitious strategy to increase programs and services, this newly created position will be a systems-focused, solutions-oriented strategic partner to the Executive Director, and will provide leadership to the program team.

Founded in 1983, [Episcopal Community Services](#) (ECS) is at the leading edge of practical and innovative solutions to serve homeless and very low-income residents of San Francisco. The recently completed strategic plan will move ECS to more deliberate, systematic, and evidence-based footing in identifying the needs of those who are unhoused in San Francisco, preventing homelessness, and expanding its reach by developing new partnerships with the justice and healthcare systems. In FY 2019, ECS served more than 13,000 individuals (single adults and family members) through an array of programs using harm reduction, housing first, and culturally sensitive “meet people where they are” models:

- **Adult Coordinated Entry:** ECS recently became the manager of the City’s Adult Coordinated Entry system of care that sees approximately 1400 clients annually; assisting with problem-solving and housing navigation activities, and temporary assistance with supportive and rapid re-housing.
- **Interim Housing:** ECS manages two 24/7 emergency shelters, a winter shelter, and two of the City’s Navigation Centers. These programs positively impact the lives of approximately 5,000 homeless individuals.
- **Supportive Housing:** ECS manages and/or provides case management services for more than 1400 individuals at 13 supportive housing sites, including three affiliate-owned developments, and manages a rent-subsidy program for single adults. In partnership with Mercy Housing, ECS is co-developing 1064 Mission Street, a project that will provide supportive housing to the most acute unhoused San Franciscans, with 105 units reserved for the most vulnerable unhoused seniors.
- **Behavioral Health:** ECS provides shelter-based behavioral health services that will continue to evolve and expand, and has the potential to significantly increase its existing Medi-Cal billing initiative in shelter.
- **Healthy Aging:** The Healthy Aging Model of Care is a pilot program delivering interim housing solutions for seniors. Designed to assist seniors with mental health, substance abuse, and/or physical health issues, ECS addresses the alarming trend in the rise of seniors who are currently or formerly homeless.
- **Workforce Development & Social Enterprise:** ECS is committed to providing employment and income opportunities, which includes job counseling, adult education, GED preparation, and other vocation programs to help individuals gain stable employment and better jobs. ECS’s social enterprise, CHEFS, trains clients in culinary arts, caters to local companies, and prepares congregant meals for ECS programs. This effort includes integrating employment into the adult coordinating entry system of care, with a new initiative to engage those in shelter with employment education, or a pathway to employment.

The Chief Program Officer role is a new position, and reflects a major investment in the leadership infrastructure required to achieve desired goals.

Episcopal Community Services is led by an Executive Director who is laser-focused on ending homelessness, has expanded ECS's programs and service offerings, and nearly doubled ECS's budget. The organization has a stellar leadership team and the strategic plan is the blueprint for increased positive impact. The culture at ECS is professional, client-centric, data-driven, systems-oriented, and impact-focused.

Episcopal Community Services has a 2020 fiscal year operating budget of \$46M, total assets of \$10.3M and employs nearly 400 staff. Approximately 89% of ECS's revenue is from local government grants and other public sources. ECS raises approximately \$2.1M annually from foundations, corporations and individuals.

BASIC FUNCTION

The Chief Program Officer reports to and works closely with the Executive Director, ensuring programs align to the mission and that ECS has the capacity to successfully fulfill its obligations, and develops new programs that holistically address client needs. The CPO will provide leadership and guidance to the Program Directors to ensure they have the infrastructure, tools, and support in order to achieve goals and report on outcomes. As a member of the Executive Leadership Team, the CPO will be solutions-oriented, implement best practices, and will focus the programs team on delivering excellent and impactful programs and services as ECS continues to evolve. The CPO will contribute to change management and successful execution of the strategic plan.

The CPO will be a public representative for ECS, and will cultivate effective relations with public agencies, elected officials, foundations, community leaders, service partners, donors, and other constituents.

Success in the role includes facilitating the evolution of programs and the integration of services, as well as serving as the right-hand programmatic strategist to the Executive Director.

IMMEDIATE PRIORITIES

- Become thoroughly familiar with ECS's history and culture, programs and services, strategic plan, public partners, associated organizations, finances and funding, and advocacy positions.
- Establish collaborative working relationships with the Executive Director, staff, funding sources, community partners and other constituencies; foster and sustain a culture of cooperation, trust, communication, mutual support, teamwork and integrity.
- Conduct a programmatic assessment to determine if current strategies, staffing and resources are sufficient to accomplish program goals; maintain a stable, secure operational foundation.

ONGOING RESPONSIBILITIES

PROGRAMS

- Lead implementation of program strategy and evaluation of program performance that ties to the strategic plan.
- Support and guide Program Directors in providing leadership to their departments to ensure consistent management philosophy, high performance standards and productivity, fiscal and programmatic accountability, legal and regulatory compliance, positive interdepartmental communications, and an unwavering respect for clients.
- Ensure that programs and income opportunities are embedded throughout ECS's ecosystem of homeless services to improve access to income for clients.
- Lead relationship management and negotiations with public and private funders, ensuring

alignment of grants and contracts with ECS's mission, values and strategy; collaborate closely with the City, suggesting programmatic ideas or changes that align to the city and ECS' priorities.

- Understand current and prospective funding communities for ECS; and in collaboration with the Executive Director and the Director of Development, provide the programmatic lens for grant proposals and in meetings with individuals, foundations, and corporations.
- Work with the board's Program Committee; attend committee and board meetings.

MANAGEMENT & OPERATIONS

- Hire,, manage, and retain staff, ensuring that competencies and staffing mix are adequate to meet the needs of ECS and its clients; foster a collaborative, transparent working environment that supports leadership development and growth.
- Ensure that best practices and systems in nonprofit management are developed in accordance with public and private contracts, and in compliance with funding source requirements, goals, objectives, outcomes and practices.
- Assist with monitoring and evaluation, and ensure accurate, timely reporting by Program team; ensure the delivery of qualitative and quantitative goals and outcomes.
- Oversee ECS's programmatic budget and operations with sound financial planning and management while maintaining compliance with contract requirements.
- Effectively execute public sector contracts; ensure that information systems are scaled to accurately capture data that complies with grant requirements and enables strong management decisions.
- Respond to crisis situations with calm, clear-headed leadership. ECS is a 24/7 provider of services to a highly vulnerable population, and the CPO must be prepared to manage crisis response, ensuring staff members are safe, and potentially serve as the public face of ECS on short notice.

ADVOCACY & ALLIANCES

- Foster ongoing communication and relationships with the City and County of San Francisco; remain abreast of changing systems and approaches, funding sources and policies; participate in City and County planning and administrative meetings; attend conferences and participate in public presentations, as needed.
- As a credible and effective spokesperson, cultivate a portfolio of alliances and community-based partnerships important to providing essential services delivered by and through ECS; create a learning environment by sharing best practices with the community, particularly in shaping and delivering practical and innovative solutions measuring outcomes.
- Collaborate on policy development at the city, state and federal level.

IDEAL EXPERIENCE & CHARACTERISTICS

The Chief Program Officer should have the following types of professional experiences and leadership characteristics:

- A mission-driven individual with a passion for addressing the systemic aspects of homelessness through multi-disciplinary, entrepreneurial approaches that involve both direct services and community engagement.
- Ten or more years of executive leadership and management experience in a nonprofit organization or public agency providing services to underserved urban populations; demonstrated knowledge of the homelessness field and related health and wellness issues,

services and programs; previous programmatic experience is preferred and an understanding of behavioral health and Medi-Cal billing would be a distinct advantage.

- A strategic thinker who can see holistic solutions, but doesn't get caught in the weeds; solutions-, goal- and outcomes-oriented; one who can balance competing priorities.
- Ability to respond to evolving circumstances, manage organizational and financial risk, leans toward "yes" if new opportunities align to strategy and ECS capacity.
- Experience working with the City and County of San Francisco or similar urban municipalities; an understanding of local politics, knowledge of public funding streams, and services offered to low-income people.
- Ability to lead, motivate and develop a workforce of diverse professional, educational, and socio-economic backgrounds, some of whom themselves have experienced homelessness; an advocate for the wellness of staff who can be exposed to secondary trauma; a kind, compassionate individual; cool under fire but balanced with appropriate intensity.
- Knowledge of nonprofit management best practices, effective delivery of quality programs and services, budgeting, building sustainable revenue streams, contract negotiation and management.
- Exceptional oral and written communication skills, particularly in developing and delivering presentations for small and large audiences; a record of garnering support from constituencies of diverse cultures and backgrounds including public entities, elected officials, community partners, allied organizations, advocates, stakeholders, faith communities and institutions.
- Use of performance-related databases, and a working knowledge of information technology, both existing and emerging.
- Respects the expertise and opinions of others and uses information to guide decisions; intrepid yet tactful; negotiates skillfully without driving themselves or others into a corner.
- An advanced degree in a related field is preferred.
- Joyful and optimistic with an authentic level of compassion; emotionally mature with a good sense of humor.

ECS celebrates diversity and is an equal opportunity employer committed to creating an inclusive environment for all employees.

For more information or to apply, please contact:

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