

**HomeFirst Services  
Street-Based Services Director**

*HomeFirst Services is a leading provider of emergency and permanent housing opportunities for the homeless and those at risk of homelessness in Santa Clara County. Serving more than 5,000 people each year, HomeFirst organizes its homelessness interventions under Emergency Housing and Permanent Housing. Congregate shelters, outreach services & encampment services, and interim housing interventions all fall under the agency's Emergency Housing Services division where the focus is to provide sheltering solutions in the moment. Under the Permanent Housing division, HomeFirst offers housing placement, stabilization, and retention interventions through a variety of programs such as permanent supporting housing, rapid rehousing, and prevention services. These divisions are supported by a Behavioral Health, Talent Development, Facilities, and Quality Control departments that cut across all services and service locations.*

HomeFirst employs more than 300 employees and manages an operating budget of nearly \$50M. Currently, the agency offers services at 12 locations year-round, including shelters, emergency interim housing sites, low income housing properties, and service offices. During the cold weather season, an additional 3 locations are activated to serve as cold weather shelters and warming centers.

*Mission: Every day HomeFirst Services works to end homelessness by providing a full spectrum of services to help people find a home, improve their lives, and stay housed.*

Values: Passion, teamwork, creativity, excellence, respect, responsibility, and activism.

**BASIC FUNCTION**

The Street-Based Services Director oversees programs within HomeFirst's Emergency Housing Division. This Division encompasses all programs serving individuals and families who are homeless and seeking immediate temporary housing or shelter options. Under the guidance of the agency's Vice President (VP) of Emergency Housing Division, the Street-Based Services Director will oversee all Street-Based Services programs that engage with people experiencing homelessness on the street, in parks, along highways, in vehicles and other public spaces. Street-Based Services aims to link individuals to Coordinated Assessment System, emergency shelter placement and exits to permanent housing.

The Street-Based Services Director supervises and supports a team of Program Managers responsible for several outreach programs. In partnership with the VP of Emergency Housing Division, the Street-Based Services Director will support in planning, design, and implementation of Street-Based Services that promote performance outcome metrics for all Street-Based programs assigned, and all aspects of program oversight and implementation within their department. Additionally, HomeFirst is exploring "sanctioned encampment" under Street-Based services, and the Director will lead this project requiring research and development of evidence based best practice models for potential implementation.

The Street-Based Services Director is relentless in their commitment to ending homelessness via the principles of Housing First and Harm Reduction. They demonstrate this commitment

through thoughtful, *strategic* program design and a scientific approach to performance improvement. Their participation in the continuous testing, analysis, and refinement of programs reflects their personal *pursuit of excellence* in all that they do.

The Street-Based Services Director is able to navigate the competing demands of internal and external stakeholders and balances their passion for service with developed business acumen.

### **IMMEDIATE PRIORITIES**

- Works with VP of Emergency Housing Division and the agency Executive Leadership Team to plan, deliver and monitor strategic plan goals and outcomes;
- With the VP of Emergency Housing Division and agency Quality control Department, support the monitoring, analysis, and evaluation of program performance;
- Works with VP of Emergency Housing Division in visioning new program; development, as well as developing operational plans for the program areas;
- Facilitate collaborative decision-making regarding program development and implementation;
- Works to expand and deepen the agency's external partnerships to ensure the highest level of service possible to those experiencing homelessness;
- Participate in community needs assessment, program planning and program resource allocation activities;
- Responsible for the implementation and monitoring of services contracts and deliverables identified within multiple contracts;
- Responsible for programmatic operations of ~~Street-Based~~ services, including researching best practices and programmatic upgrades as necessary;
- Works in conjunction with the VP of Emergency Housing on the oversight of all budget items related to program areas assigned, as well as the development of a yearly budget;
- Responsible for maintaining best practices regarding compliance, policy and procedures, contract reporting and data collection of assigned programs and contracts;
- Works in conjunction with the agency's Data and Evaluation team to generate regular data reports, as well as contract requirements;
- Recruit, evaluate, and train program managers and assists them in the development of their team and professional growth;
- Provides regular one to one supervision with team members as well as conducts team meetings;
- Assists with personnel recruitment and retention including, interviewing, hiring, and training;
- Shadow multiple Street-Based Services teams to gain insight and identify areas for program improvement;
- Attends local and non-local meetings and conferences as required by grantors;
- Ensures the timeliness and accuracy of data entry as well as monitors data for quality and compliance;
- Builds and maintains positive working relationships with contract monitors ie. City, County and private funders;

- Maintains awareness of emerging Street-Based Services trends including agency-wide, and nationally;
- Models a professional and respectful environment that supports teamwork while promoting the dignity, respect, and confidentiality of program participants, staff, and volunteers.

## **ONGOING RESPONSIBILITIES**

### PROGRAM ADMINISTRATION, MANAGEMENT & OPERATIONS

- Determine staffing needs and staff deployment throughout the department.
- Partner with the leadership to ensure proper strategic support for programs, including leading and supporting efforts to secure and execute contracts, as well as identify fundraising needs.
- Establish collaborative working relationships with the CPO, program and other directors, funding sources, community partners and other constituencies; foster and sustain a culture of cooperation, trust, communication, mutual support, teamwork and integrity.
- Become thoroughly familiar with HomeFirst's history and culture, values and strategy, programs and services, public partners, associated organizations, finances, funding, and advocacy positions.
- Ensure the Housing Stabilization department meets annual and longer-term performance outcomes in support of HomeFirst's Strategic Plan.
- Foster ongoing communication and relationships; 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.
- Respond to crisis situations with calm, clear-headed leadership. HomeFirst is a 24/7 provider of services to a highly vulnerable population, and the DDHS must be prepared to manage crisis response and ensure staff members are safe.

## **IDEAL EXPERIENCE & CHARACTERISTICS**

The candidate 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. An understanding of, and experience with, a diversity of housing modalities and interventions is essential.
- Demonstrated understanding of the needs of people experiencing homelessness and related health and wellness issues, services and programs.
- At least 5 years of experience in a nonprofit or public agency with a demonstrated track record of strengthening internal organizational structures, building capacity to support service delivery, and being a champion of staff leadership development.
- Knowledge of nonprofit management best practices, effective delivery of quality programs and services, budgeting, building sustainable revenue streams, contract negotiation and management.
- A strategic thinker who can see holistic solutions; goal- and outcomes-oriented; one who can balance competing priorities.

- Ability to approach the work with flexibility and agility, with an interest and openness to work on initiatives and programs as opportunities and the Housing Stabilization Department's capacity requires.
- Ability to respond to evolving circumstances, manage organizational and financial risk, and lean toward "yes" if new opportunities align to strategy and HomeFirst capacity.
- Experience working with the City and County of Santa Clara and southern San Mateo or similar urban municipalities; an understanding of local politics, knowledge of public/private 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; 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.
- Demonstrated high-level decision making and mentoring capabilities.
- Exceptional oral and written communication skills, 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.
- A skilled facilitator, team builder, and communicator, with the ability to forge collaborative partnerships and strong relationships within the supportive housing sector.
- 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.
- Joyful and optimistic with an authentic level of compassion; emotionally mature with a good sense of humor.

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

For further information or to apply, please contact:

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