

Housing Choices Program Services Director

A leading provider of housing for those living with developmental disabilities in Santa Clara, San Benito, Santa Cruz, Monterey and San Mateo counties, seeks a professional to manage and develop a suite of sustainable supportive services that address a range of client and family needs.

Housing Choices was founded in 1997 by parents, service providers and others to create inclusive, affordable housing for people with developmental and other disabilities. The organization currently addresses the housing needs of more than 2,000 people with developmental disabilities annually. In addition to helping clients find and apply for affordable housing, Housing Choices has created an inclusive housing model by providing on-site resident support services. Participating are 18 Partner Properties with a portion of the rental units subject to a preference for people with developmental disabilities. Ten new Partner Properties are now in various stages of development.

While creating new housing remains a major goal, over the years the organization has evolved to supply various supportive services that: assure housing access, retention and stability; connect clients to community partners providing other services; mediate, troubleshoot and resolve a variety of housing issues as they arise. The organization has grown to have a budget approaching \$5 million annually and 72 staff (63 will report directly or indirectly to the Program Services Director).

Executive Director Jan Stokley has served in her role for more than eight years, and the expectation is that she will continue in this position through retirement. Over the years, Jan has functioned effectively not only as the organization's chief executive, but also as its chief housing program, advocacy and fundraising officer. Consistent growth in demand for the organization's direct client services has led Housing Choices to seek a Program Services Director able to provide the dedicated attention, expertise and leadership warranted by the scale and importance of the organization's housing support services:

- **Housing Access:** Individuals with developmental disabilities turn to Housing Choices for help in navigating the complex maze of affordable rental housing provided by multiple organizations with independent waitlists and different eligibility rules and procedures. Since 2002, Housing Choices has supported thousands of people in this way, and in FY 19-20 more than 1,800 people with developmental disabilities were supported through this program.
- **Housing Stability:** This program promotes individual housing stability and safeguards the long-term availability of rental units at Partner Properties by providing on-site resident support services for more than 300 people with developmental disabilities. Resident Coordinators collaborate closely with property managers, residents and clients, leading to very high rates of housing stability. More than 90% of residents retain their housing for five years or more.
- **Homeless Case Management:** With a priority of preventing homelessness and institutionalization among people with developmental disabilities, this program provides intensive case management to a growing number of homeless people with developmental disabilities. First priority is to help homeless individuals gain temporary shelter and ultimately find permanent supportive housing, while helping these

individuals remain connected to the resources and support available from Regional Centers. In FY 19-20, Housing Choices assisted approximately 90 homeless individuals and families with developmental disabilities to participate in Continuum of Care programs and apply for permanent affordable housing.

The Program Services Director will have a key senior leadership role with the opportunity to drive significant organizational change. In concert with the Executive Director, the Program Services Director will provide strategy development, program design, and impact data to support fundraising and new funding relationships; provide results from existing programs to support the acquisition of new housing commitments and new service options; and apply strong financial management practices to lean operations. This is a job for a roll-up-your-sleeves personality, who is empathetic yet results-oriented, and willing to take risks while being extremely conscious of how funds can be used most wisely.

BASIC FUNCTION

Reporting to the Executive Director, the Program Services Director provides the vision and day-to-day management for Housing Choices' service programs, while actively exploring new community partnerships and sustainable funding for new program strategies. With ultimate oversight of all client service programs, the Program Services Director provides collaborative leadership to a staff of 63, including 7 Program Managers, each of whom oversees a team of 8. Five managers oversee staff in Santa Clara County and San Mateo County working from an office in San Jose, while a manager for Monterey County and a manager for Santa Cruz/San Benito Counties support a Watsonville office serving the Monterey Bay Area. The Program Services Director will develop program plans and budgets; assure that quality services are provided to clients; control costs; hire, retain and change staff as required for the good of clients; and identify professional development opportunities for personnel.

The Program Services Director will evaluate current programs, utilizing data to inform and align program activities with the changing needs of Housing Choices clients. S/he/they will have a service quality mindset, with a strong focus on delivering services that improve lives while striking a balance between the tried-and-true and innovative-and-new. The Program Services Director will be able to eloquently communicate Housing Choices' programming models and provide evidence of impact to external audiences including funders, community partners, and the board.

The Program Services Director will be compassionate, empathetic, and have a reflective posture to meet systemic inequities head-on with Housing Choices' program team and in support of their clients. Empathy, a hard-nosed practicality, and sensitivity to financial sustainability must co-exist within the Program Services Director.

Particular responsibilities include:

SERVICE PROGRAM MANAGEMENT

- Manage all client service programs, operations, and budgets, with a focus on accountability and service quality;
- Oversee fiscal management of programs; with the Accounting Manager and Program Managers, develop budgets and control costs in order to remain within budgetary constraints;
- Use program data to report on program quality, impact, and stakeholder satisfaction;

consistently advance program improvements, innovations and modernizations; understand systemic inequalities that impact Housing Choices participants and communities; use that knowledge to improve program performance and initiatives.

- Represent Housing Choices to external audiences and establish and maintain strong working relationships with partners and stakeholders.

COLLABORATIVE LEADERSHIP

- Oversee recruiting, retention, motivation and evaluation of staff; facilitate a sense of ownership and accountability by the leadership team;
- Inspire, manage, and develop staff, ensuring that competencies and staffing mix are adequate to meet the needs of Housing Choices and its clients; foster a collaborative, transparent working environment that supports leadership development, growth and succession planning;
- Plan and conduct scalable training models to build skills of full- and part-time staff with a commitment to creating a sustainable workforce development model;
- Commit to fostering an environment of diversity, equity, inclusion, empowerment and opportunity.
- Program Services Director is expected to build a unified, consistent approach to service delivery among managers.

FUNDRAISING, COMMUNICATIONS AND VISIBILITY

- Enhance and strengthen revenue streams generated by direct client service programs; develop new fundraising strategies that include staff and board roles to advocate for increased funding for programs;
- Serve as an empathic advocate and knowledgeable spokesperson on issues related to the quality of life and services for children, youth and adults with developmental and other disabilities and their families.

EXPERIENCE and QUALIFICATIONS

The Program Services Director will have demonstrated success in a human services setting, providing direct management of program and services on a scale comparable to that of Housing Choices. Experience with people who live with various kinds of developmental, intellectual, mental health and physical disabilities is important. Other qualities include:

- A commitment to and enthusiasm for Housing Choices' mission and values; joyful and optimistic with an authentic level of compassion;
- Three to five years of leadership and management experience in an organization of comparable size and complexity; skilled at identifying talent, building teams and motivating a diverse workforce;
- Transparent and collaborative; a good listener and strategist; can give and receive feedback; the ability to hold staff accountable and drive continuous improvement; 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;
- A strategic thinker who can see holistic solutions and is able to analyze and formulate disparate information into sound, well-organized plans; solutions-, goal- and outcomes-oriented; one who can balance competing priorities; a resourceful individual with a high

energy level and can-do attitude; a self-starter, problem solver, strategic and big-picture thinker; exceptional organizational skills; one who can manage and juggle competing priorities; excellent follow-through and attention to detail;

- Strong communication, negotiation, and conflict resolution skills; exceptional verbal and written skills, particularly in developing and delivering presentations for small and large audiences; a record of garnering support from constituencies;
- Demonstrated ability to form and maintain strong collaborative partnership and to build consensus with colleagues and other strategic stakeholders; knowledge of nonprofit management best practices, effective delivery of quality programs and services, budgeting, building sustainable revenue streams, contract negotiation and management.

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