



HUMAN SERVICES DEPARTMENT
DIRECTOR



OAKLAND

Oakland serves as the Bay Area's trade center and economic engine. The Port of Oakland is the busiest in Northern California, and the fifth busiest in the U.S. Oakland International Airport serves 12 domestic and international airlines. Oakland's vibrant economy is home to several headquarters of major corporations, including Clorox, Kaiser Permanente, Pandora, Sungevity, Cost Plus World Market, Dreyer's Grand Ice Cream, and Revolution Foods. High quality educational opportunities abound as six major universities are within a 40-mile radius. Forbes magazine previously selected Oakland as one of the country's 10 best cities for business and careers, based on the city's diversified economy with a vast technology base.

The City of Oakland comprises 50 distinct and eclectic neighborhoods, 17 commercial districts, an increasingly vibrant downtown, a strong economic base, world-class arts and entertainment venues, superior cultural and recreational amenities, and a rich multicultural heritage. It serves as the administrative seat of Alameda County and the center of commerce and international trade for Northern California. Oakland is one of the most diverse and ethnically integrated urban cities in the nation, with major representation from Hispanic and Latino, Asian, African American, and Caucasian residents speaking over 125 languages and dialects as well as one of the country's third largest LGBTQ (+) community.

The City's landscape is a picturesque mix of lovely hillside neighborhoods; urban chic; exciting and diverse architecture; a bustling waterfront; two shimmering lakes; 19 miles of shoreline along the San Francisco Bay; unparalleled Bay views; and more parks and open space per capita than any other city in the Bay Area. Jack London Square, the Waterfront area, and Lake Merritt provide tourists and residents with several scenic touring options. The extensive parks and recreation system offers numerous activities to support the active lifestyle of residents. Sports enthusiasts enjoy year-round professional sporting events throughout the Bay area including the Oakland A's, Golden State Warriors, and the San Jose Sharks. Oakland's geographic location is close to San Francisco, Napa and Sonoma Wine Country, Silicon Valley, and miles of beautiful coastal and mountain regions. Nestled between the San Francisco Bay and the coastal hills, Oakland enjoys temperate and balmy weather year-round with temperatures in the mild 50's and 60's during the winter and spring, and 70's throughout summer and fall.



City of Oakland Governance

Oakland has a strong Mayor form of government that includes eight Council members. The voters elect seven Council members by district and the eighth at-large. The mayor, City Attorney, and City Auditor with Council members serve 4-year terms. Elections are held every 2 years and offices elected on a staggered basis.

The Mayor appoints the City Administrator who is responsible for all city operations and is supported by two Assistant City Administrators. The City Administrator has overall responsibility for administrative and fiscal operations including the hiring of Department Directors and implementation of the Mayor and City Council goals and policy directives. Oakland is a full-service city including both police and fire.

Evolution of the City of Oakland's Human Services

The City of Oakland has long been in the vanguard of U.S. cities focused on providing a consistent social safety net to those most in need. The HSD traces its origins to the 1960s with its services tracking the most pressing needs of Oakland's underserved populations. Under the Economic Opportunity Act of 1964, A Community Action Agency (CAA) office was established in Oakland to advocate for low-income communities and provide services designed to eradicate poverty, especially for children and families. The CAA became a city service, along with Head Start, in the early 1970s. Eventually, the two programs came together under the management umbrella of the Office of Health and Human Services. Among its many accomplishments, OHHS implemented the City's Homeless Plan and its Five-Year Child-Care Plan, and greatly increased the Head Start program. During the 1980s new challenges confronted an aging population, the City worked with the community to develop multi-purpose senior centers and adopted the "Comprehensive Plan for Seniors." The City of Oakland met the first goal of the plan by establishing the Department of Aging in 1989. The Office of Health and Human Services and the Department of Aging were united in 1996, creating the Department of Aging, Health & Human Services, with a renewed emphasis on policy and planning, increasing efficiency and effectiveness of existing programs, and attracting new grant initiatives.

Oakland Department of Human Services - Present Day

Today, as the needs of the City of Oakland and its constituents have evolved, HSD continues to support and promote the health, education and well-being of Oakland families and adults by providing free programs and public resources to community organizations to support the social safety net. HSD works to build strong communities through grassroots leadership and civic engagements by maintaining strategic partnerships with a diverse cross section of community-based organizations, professionals, and service providers, in an effort to address social inequities, eliminate racial disparities and tend to the emerging needs of the community. For example, in June 2022, the Oakland City Council voted without opposition to declare that structural racism has led to a public health crisis in the City of Oakland. As part of the City's comprehensive response, HSD manages a Substance Abuse and Mental Health five-year initiative to create community resilience, support the department's transformation into a trauma informed system of care, and program policy and services that are trauma informed and crafted to speak to, and address racial equity.

The Director is responsible for leadership and oversight of HSD's \$143.7M annual budget and ~ 240 FTE who fulfill its mandate and mission, and deliver programs and services through the following six divisions:

ADMINISTRATION

This division leads the overall management, fiscal, and policy support to all HSD divisions, as well as liaison with elected officials, legislative advocacy, fund development, intergovernmental relations, supporting multi-agency initiatives, policy development, and departmental communications, human resources and payroll support.

AGING AND ADULT SERVICES

This division provides services that support independence, safety, health, and active living for seniors, and works with community partners to support services that include care management, jobs, training, volunteering, recreation and transportation assistance. Featured services include the Foster Grandparent Program, the Senior Companion Program, ASSETS, Oakland Paratransit for the Elderly and Disabled, and others.

ALAMEDA COUNTY-OAKLAND COMMUNITY ACTION PARTNERSHIP

The Alameda County-Oakland Community Action Partnership (AC-OCAP) mission is to improve the community by creating pathways that lead to economic empowerment and prosperity. Partnership initiatives include hunger relief, employment strategies, housing advocacy, low-income banking efforts, and free tax preparation and promotion of the Earned Income Tax Credit.

CHILDHOOD & YOUTH SERVICES

This division administers the Oakland Fund for Children & Youth (OFCY) to support the development of young people ages 0 to 20 by providing grant funds for services and programs that improve outcomes for children and youth. Program strategies include comprehensive after school, youth transitions, and early childhood development. The Division also manages the Oakland Youth Commission which gives youth the opportunity to build leadership skills and participate in civic activities. The Summer Food Service program delivers free, healthy nutritious lunches to low-income school-aged children in Oakland neighborhoods and community sites during the summer months.

COMMUNITY HOMELESSNESS SERVICES

This division works with partners to provide housing services for homeless and at-risk populations, including the Citywide Homelessness Administrator, Emergency Housing Program, Winter Relief Program, Emergency Winter Shelter, Homeless Mobile Outreach Program, Housing Opportunities for Persons with AIDS (HOPWA), and more.

EARLY CHILDHOOD & FAMILY SERVICES

This division provides care and education, comprehensive support, and family services to over 1,000 low-income families through the City of Oakland Head Start Program. Children from 0-5 years of age can attend the program either at centers or in their own home. Head Start also serves pregnant mothers and prioritizes young, first-time mothers and Black, Indigenous, and people of color (BIPOC) women. The comprehensive services provided support the growth and development of children and pregnant mothers by addressing developmental learning, mental health and disabilities, physical health, nutrition, and family needs.



THE POSITION

The Director is responsible for leadership, oversight, and execution of all Human Services Department operations, including management of a combined annual budget of \$144M and ~240 FTE. Working closely with the six division managers, the Director is responsible for ensuring successful, continuous delivery of funding, services, technical assistance, and expertise to support social services and public assistance programs as required by federal, state, and local mandates. The Director is responsible for understanding the full scope of client needs related to child, youth, aging and adult services, ensuring quality service delivery, compliance with federal, state and local regulations and thorough record keeping for program monitoring and evaluation purposes.

The Director serves as the leading public expert on human services needs in the City of Oakland, and advises City Leadership on proposed strategies, policies and existing initiatives to support the immediate and future needs of Oakland residents. The Director is responsible for partnering with local boards, commissions, councils, citizen groups, community-based organizations, other municipalities, government officials, experts, and the public on all aspects of delivering outstanding human services to Oakland residents.

The City of Oakland seeks a charismatic, strategic, visionary, and transformational organizational leader who possesses a demonstrated track record of developing high-performing organizations, success in serving vulnerable populations, and who will deliver best in class human and community services leadership to the citizens of Oakland. The new Director will be expected to address the following Departmental priorities:

- Initiate a community and staff engagement process to develop a comprehensive strategic plan that energizes and establishes (i) a unified vision for HSD, (ii) key departmental goals; (iii) and enterprise-wide priorities that refine HSD's focus and direction/removes internal barriers to collaboration.
- Establish strong systems to increase HSD's data collection and analytics capabilities, and to implement best practices for data-driven decision-making throughout the organization.
- Create an equity-driven culture that holds all team members accountable.
- Establish a transparent, departmentwide communication model that timely disseminates department priorities, updates, and initiatives, as well as, city wide plans/initiatives/news, etc.
- Develop a comprehensive departmentwide strategy to address the fundamental issues of homelessness and create a holistic approach to solving homelessness in Oakland and increase coordination among all regional agencies and organizations that serve the homeless community, including working closely with the Citywide Homelessness Administrator in the City Administrator's Office.

- Using the lens of racial equity, cultural sensitivity and social justice, develop standards of service delivery and best practices for all community health and housing programs and services.
- Increase fiscal stability of the department by (i) enhancing and streamlining established administrative financial processes and procedures, (ii) strengthening data collection, analysis and reporting, (iii) improving compliance frameworks and processes, and (iv) eliminating waste and redundancies.

KEY RESPONSIBILITIES

- Develop and direct the implementation of short-term and long-term goals, objectives, policies, procedures, and work standards for a division that meet the needs of the affected population; coordinate the work of a division with outside agencies, consultants, and vendors.
- Direct, coordinate, and participate in the development and implementation of department goals, objectives, policies, procedures and priorities that balance both mandated services and community social service needs; provide staff leadership on policy planning for social service delivery and related activities.
- Direct, manage, and implement a variety of social services and public assistance programs related to children, youth, aging and adult services; ensure quality service delivery, compliance with federal, state, and local regulations, and thorough recordkeeping for program monitoring and evaluation purposes.
- Convey program successes and needs; coordinate with and direct staff to foster outreach and awareness of available programs and services in the community.
- Interprets and applies legislation to ensure continuity of service. Develop the department budget; review and approve financial reports, contracts, and budget change requests; manage and administer contracts.
- Direct the administration of grant applications and procedures for funding community social services programs.



IDEAL CANDIDATE

The ideal candidate will possess the following attributes, skills and experiences:

- Demonstrated success in organizational design/redesign, including change management and building a high performing organization.
- Demonstrated commitment to building a culture of equity, inclusion and social justice.
- Demonstrated experience managing state/federally funded programs.
- Experience working within compliance and/or accreditation frameworks
- Highly compassionate and committed to improving the lives of those in most need.
- Extensive knowledge of social welfare programs, human services policy and administration, including modern trends in planning, policy, management, program evaluation, and related issues.
- Ability to build, lead and inspire a senior leadership team to define and achieve a shared vision and common goals. Supports and encourages leadership in others.
- Values accountability and responsibility and instills such values in others throughout the organization.
- Ability to partner with a leadership team to identify technology solutions to meet evolving agency needs, eliminate redundancy, and increase effective delivery of services.
- Champions change and innovation; stimulates creativity in others and is open to new ideas.
- Data-driven decision-maker
- Reflective Leader, who is willing to learn from their mistakes, and comfortable with ambiguity
- Highly developed political acumen and diplomacy and able to “read the room.”
- Federal, state, and local laws and regulations governing the delivery of human services; state and federal legislative developments and their impact on current social service issues.
- Extensive knowledge of organizational and management practices as applied to the analysis and evaluation of programs, policies, and operational needs of the City.
- Considerable knowledge of principles, practices and procedures of programs related to the health and education of at-risk citizens.
- Experience with leading overseeing the administrative operational policies, practices and procedures of a complex and diverse Human Services program.
- Experience interpreting, enforcing, and applying Federal and State laws, City policies and regulations.
- Develop, control, and administer the department budget and expenditures.
- Establish and maintain positive work relationships with private and public agencies, community leaders, organizations, other interested groups, and those contacted in the performance of duties.
- Advanced communications skills, with the ability to communicate effectively and persuasively both orally and in writing; prepare and analyze comprehensive reports, correspondence and other written materials; conduct staff meetings.

REQUIRED QUALIFICATIONS AND EXPERIENCE

Successful candidates must possess:

- Bachelor's degree from an accredited college or university in social welfare, public health, health administration, public policy, business or public administration, or a closely related field. A master's or doctoral degree is preferred.
- 5 years of progressive senior administrative leadership experience in the human services, social welfare, community development or health services, or a closely related field. Experience in federally funded programs is desirable.

COMPENSATION AND BENEFITS

The current salary range for the position is \$164,927.04 - \$247,390.56. The City of Oakland offers an attractive benefits package that includes retirement; medical, dental, and vision insurance; paid vacation leave, sick leave, and holidays, and other generous benefits.





APPLICATION PROCESS

The City of Oakland has retained **The Byers Group** to conduct this national recruitment. The Byers Group will review all written materials submitted and will screen and evaluate all candidates. Only those deemed qualified will advance to the next level of the recruitment process. The most highly qualified candidates will be invited to participate in an on-site interview. All questions must be addressed to The Byers Group.

HOW TO APPLY

The position is open until filled. First consideration will be given to applications received by **Friday, March 31, 2023**. To apply for this outstanding opportunity, please electronically submit your resume and a cover letter of interest to The Byers Group: OAK.HSD@byersgroupca.com. The letter of interest should outline why you are interested in joining the City of Oakland and your relevant accomplishments.



THE BYERS GROUP
EXECUTIVE SEARCH AND C-SUITE CONSULTING

Confidential inquiries are encouraged and can be directed to:

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