City & County of San Francisco

Department of Aging and Adult Services

Executive Director
City and County of San Francisco
With approximately 850,000 residents in a 49 square-mile area, San Francisco is the fourteenth most populous city in the United States and the fourth most populous city in California.

San Francisco is a consolidated city/county – the only one in California. Its government is responsible for a broad array of city, county, and regional functions, including: health, welfare, and justice; managing a port, an international airport, a public transportation agency, and a regional public utility department offering water, sewer, and power to customers both in San Francisco and the broader region.

San Francisco’s executive branch is headed by the Mayor and includes other elected and appointed officials. The legislative branch is composed of an eleven-member Board of Supervisors, headed by a President and responsible for passing laws and budgets. The members of the Board of Supervisors are elected as representatives of specific districts within the City. The current mayor is Edwin M. Lee, and the Board President is London Breed.

The Human Services Agency
The Human Services Agency has a FY15/16 budget of over $930 million and staff of approximately 2,200 employees. It delivers public assistance, child welfare, and aging and adult services to the citizens of San Francisco. Its mission is to promote well-being and self-sufficiency among individuals, families, and communities in San Francisco. HSA was formed in 2004 with the merger of two previously existing city departments, the Department of Human Services and the Department of Aging and Adult Services (DAAS).

Department of Aging and Adult Services
DAAS was created in 2000, with the incorporation of the Commission on the Aging, Public Guardian, Public Administrator, Representative Payee, and the County Veterans’ Service Office into one department. It was designed to provide a breadth of services to San Francisco’s seniors and adults with disabilities. Adult Protective Services was added in 2003 and In Home Supportive Services in 2005.

The mission of the DAAS is to assist older adults and adults with disabilities and their families to maximize self-sufficiency, safety, health, and independence so that they can remain living in the community for as long as possible and can maintain the highest quality of life.

DAAS has an annual budget of $242 million and a staff of 347 full time employees. It provides a coordinated set of social and long term care services that fosters independence and self-reliance in the most enriching environment and protects the rights and assets of those who are no longer able to care or advocate for themselves. The Department has four divisions: In Home Supportive Services, Protective Services, Long Term Care Operations, and Community Services/Intake.

• In Home Supportive Services (IHSS): The IHSS program assists more than 22,000 low-income elderly, disabled and/or blind San Franciscans who live safely in their homes, rather than in a nursing home or other group care facility. The program employs more than 18,000 individuals; most as independent providers. IHSS workers assist consumers with household chores and personal care. The program works with hospitals and other medical facilities to ensure that homecare services are in place at the time of discharge, which helps to mitigate hospital recidivism.

• Protective Services: The Protective Services Division comprises Adult Protective Services, Public Guardian, Public Administrator, Public Conservator, and Representative Payee.

  • Adult Protective Services (APS) assists elders (65+) and adults with disabilities/dependent adults (18-64) who are abused or neglected, or at risk of abuse or neglect. APS responds to reports of abuse 24-hours per day, 7 days per week.

  • The Public Guardian provides probate conservatorship services for San Francisco’s seniors and adults with disabilities who are substantially unable to provide for their own personal needs.

  • The Public Administrator handles the estates of deceased San Franciscans when no family members are willing or able to act.

  • The Public Conservator provides mental health conservatorship services for San Franciscans deemed gravely disabled due to mental illness.

  • The Representative Payee manages money for adults with disabilities who are unable to manage their own funds and who voluntarily agree to have the Payee manage their money for them.

• Long Term Care Operations: The Long Term Care Operations Division comprises the Diversion and Community Integration Program (DCIP), and the Community Living Fund (CLF).

• DAAS is the lead organization of the DCIP, which provides an integrated approach to offering supportive services and housing for individuals diverted from or discharged from Laguna Honda Hospital. The DCIP was developed in collaboration with the San Francisco Department of Public Health as part of the settlement agreement in Chambers v. the City and County of San Francisco.

• CLF was created to support aging in place and community placement alternatives for individuals who may otherwise require care within an institution. The CLF provides for home and community-based services, or a combination of equipment and services, that help individuals currently or at risk of being institutionalized to continue living independently in their homes, or to return to community living.
• Community Services/Intake: The Community Services/Intake Division includes the Office on the Aging, County Veterans’ Services Office (CVSO), and Integrated Intake. The Office on the Aging works with community-based organizations to provide a wide range of programs and services for seniors and adults with disabilities, including nutritional programs, activity centers, transportation and legal services. The CVSO assists veterans and their dependents to obtain veterans’ benefits and entitlements. The DAAS Intake line provides 24-hour information and assistance services for issues and services pertaining to adults with disabilities and seniors and takes reports of elder and dependent adult abuse, IHSS, and CLF referrals, and requests for home delivered meals.

The Position
The DAAS Executive Director reports to the Mayor and the DAAS Commission. She or he:

• establishes the long-term vision of the Department,
• oversees the development of strategic plans and goals,
• establishes Departmental priorities,
• directs the allocation of personnel resources,
• oversees DAAS operations and contracted services,
• strengthens relations with a wide array of external stakeholders,
• supports greater cooperation with other City agencies serving overlapping populations,
• makes recommendations on policy and budgets to the Mayor and the HSA Executive Director,
• represents the Department to the Board of Supervisors,
• advocates for improvement of services for seniors and persons with disabilities in the areas of:
  o long-term support services,
  o low income and affordable housing,
  o accessible environment,
  o health/mental health services.

The new Director will be expected to address the following Departmental priorities:
• Develop a public response to low-income housing for seniors in San Francisco that supports affordable and accessible housing options.
• Lead the development of protocols to improve data sharing practices between DAAS and other relevant agencies such as Public Health and Mental Health in support of initiatives such as the Coordinated Care and Transitions of Care.
• Play a critical role in enhancing the Public Conservatorship/Public Guardian program within DAAS through increased program involvement.
• Explore innovative ways to expand technical assistance support to community based organizations; implement outcome based measures for service providers.
• Strategically plan for future funding opportunities by identifying areas of need and ways in which funds would be distributed.

Ideal Candidate
The ideal candidate will possess the following attributes and skills:
• Team-focused with organizational development expertise;
• Versatile communication skills;
• Ability to create an accountable, positive organizational culture;
• Communicate a clear vision and set achievable goals that are aligned with the community’s needs;
• Visionary leader who is approachable, politically astute and brings a management style that fosters trust, loyalty, respect and collaboration;
• Collaborative leader and adept at influencing in political and legislative environments;
• Capable of integrating multiple programs, systems and resources to minimize organizational silos;
• Work collaboratively with diverse communities in identifying unmet needs and developing programs to meet those needs;
Knowledgeable of San Francisco political environment and the ability to identify creative opportunities within that environment;

Flexible, organized and analytical and bring a high level of energy and commitment to the position;

Excellent verbal, written and presentation skills;

Knowledgeable of state and federal mandates related to aging and adult services;

Demonstrated dedication to the highest ideals of integrity, accuracy and professionalism in programmatic and fiscal reporting;

Embrace the use of technology and data to advance services and obtain performance outcomes; and maintain technology upgrades and best practices;

Ability and knowledge to extract appropriate information from available technology to answer strategic business questions;

An understanding of the overlap and the distinction between seniors, non-senior people with disabilities, and seniors with disabilities;

Understand the issues and needs facing marginalized communities, including people of color, immigrants, LGBT people, etc.;

Comprehensive knowledge of Long Term Supportive Services including historical knowledge as well as future climate.

**Required Qualifications and Experience**

Successful candidates must possess:

- A Bachelor’s degree from a college or university with major coursework in Gerontology, Public Administration, Health Care Administration, Public Health Administration or a closely related field.

- A Master’s Degree in the fields noted above and experience with citizen-participation based planning efforts, citizen boards and commissions, and state and federal grant administration is highly desirable.

- Six (6) years of progressively responsible experience in public administration, health care management, or community development or comparable experience in a private or non-profit organization of similar size and complexities.

- At least four (4) years of this experience must have been at a managerial level, which includes state and federally funded services; policy formation; program planning, development and implementation; and budget and personnel management.

- Experience working in a union environment is preferred.

**Compensation & Benefits**

The annual salary for this position is within an established range of $155,766 to $198,822. Appointment above the maximum of the normal rage may be considered based on documented and substantiated recruitment and retention issues or exceptional skills. A special approval process is necessary for appointment above the normal salary range.

The City offers employee benefits including medical and dental insurance, a retirement plan, deferred compensation plan, long-term disability plan, life insurance, long-term disability plan, and paid management training program. Leave includes 11 paid holidays per year, 5 floating holidays, 5 days of paid executive leave per year, and 10 to 20 vacation days per year depending on years of service.

**Selection Process**

The Executive Director of the Department of Aging and Adult Services recruitment is being conducted on a national basis by The Hawkins Company. The Hawkins Company 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.

**How To Apply**

Submit a letter of interest and resume by January 22, 2016, electronically to director.daas@thehawkinscompany.com. Preference is for electronic submissions however materials may be mailed to:

**THE HAWKINS COMPANY**

8939 S. Sepulveda Blvd., #110-216
Los Angeles, CA 90045
www.thehawkinscompany.com

For additional information or confidential inquiry, please contact a member of our consulting team (The Hawkins Company):

Kellie Hawkins at 310-926-2995, kellie@thehawkinscompany.com

Brett Byers at 323-403-8279, brett@thehawkinscompany.com

Bill Hawkins at 213-308-0945, bill@thehawkinscompany.com

The City/County of San Francisco encourages women, minorities and persons with disabilities to apply. Applicants will be considered regardless of race, color, creed, national origin, ancestry, sex, marital status, disability, religious or political affiliation, age, sexual orientation, medical condition or pregnancy.