

Attachment A

Department of Housing Strategic Framework

Mission: The Department of Housing is a catalyst for increasing access to affordable rental housing, increasing the supply of workforce housing, and supporting related community development, so that housing exists for people of all income levels in San Mateo County.

Strategic Goals and Objectives	Increase Access to Affordable Rental Housing	Increase the Supply of Workforce Housing and Support Related Community Development	
	<ul style="list-style-type: none"> • Increase the supply of decent, safe and sanitary affordable rental housing for lower income residents and special needs groups • Improve the management accountability of public and assisted housing • Become a model for customer service 	<ul style="list-style-type: none"> • Increase the supply of workforce housing • Support high density, transit-oriented housing on under-utilized land • Implement a wide variety of community and economic development activities directed toward neighborhood revitalization • Increase the number of first-time homebuyers and expand homeownership opportunities • Promote self-sufficiency by providing appropriate referrals for supportive services such as childcare, transportation, education, and job training 	<ul style="list-style-type: none"> • Provide leadership that promotes housing and community development as an ongoing priority • Foster and maintain partnerships with government including County departments, nonprofits, and private organizations that improve the Department's ability to be effective on the community level • Increase funding for development of workforce and affordable housing • Implement innovative strategies for maximizing leveraged funding
Performance Measures	Increase Access to Affordable Rental Housing	Increase the Supply of Workforce Housing and Support Related Community Development	
	<ul style="list-style-type: none"> • Average time spent on the Section 8 wait list until a housing voucher is available • # of rental units available for Section 8 housing • % of customer survey respondents rating services good or better 	<ul style="list-style-type: none"> • Number of affordable housing units completed and occupied • % of households that can afford to purchase a median-priced home • % of workforce both employed and residing in the County • Jobs to housing ratio 	<ul style="list-style-type: none"> • Amount of new funding generated for development of workforce and affordable housing • # of high density, transit-oriented units developed • Amount of funds leveraged

County of San Mateo

Revised	
Established	<u>1-11-05</u>
Job Class Code	<u>B310</u>

DIRECTOR OF HOUSING

DEFINITION

Plan, organize, lead, facilitate, direct, review and coordinate the functions and activities of the Department of Housing including the Housing Authority of San Mateo County and related housing development and rehabilitation services; function as the County catalyst in developing new housing, especially low income and workforce housing, on under-utilized land in the County; provide vision, leadership and direction to staff and outside agencies in achieving this mission; coordinate activities with other County departments, outside agencies and advisory bodies to provide this housing; and provide highly responsible and complex administrative support to the County Manager, Board of Supervisors and advisory groups.

SUPERVISION RECEIVED AND EXERCISED

Receive administrative direction from the County Manager. Exercise direct and indirect supervision over assigned managerial, professional, technical and clerical staff.

EXAMPLES OF DUTIES

Duties may include, but are not limited to, the following:

- Plan, organize, direct and evaluate all functions and activities of the Department of Housing and the Housing Authority of San Mateo County including a variety of housing programs such as the Community Development Block Grant (CDBG), Rental Assistance, Housing Rehabilitation Loans, First-Time Homebuyers, Home Investment Partnerships and Moving to Work.
- Develop, articulate and propagate a vision for housing development in the County; secure community support for housing activities through outreach to the community.
- As the catalyst for the creation of new housing, develop partnerships and build coalitions with the cities, builders, developers, nonprofit organizations, funders and others.
- Identify and establish on-going funding sources through work with developers and others for housing initiatives.
- Link housing and transportation by supporting high density, transit-oriented housing on under-utilized land.
- Minimize the negative impact of land use regulations.
- Act as liaison between the County Manager, Board of Supervisors and the community to carry out the vision of enhance housing opportunity.
- Direct, coordinate, and implement Department goals, objectives, policies, procedures and priorities that balance both mandated services and community needs.
- Direct the preparation of the Department budget; administer and monitor the budget to ensure the accomplishment of Department objectives within budget restrictions.
- Coordinate Department activities with those of other departments and outside agencies and organizations; provide staff assistance to the County Manager and Board of Supervisors; prepare and present staff reports and other necessary correspondence.
- Perform related duties as assigned.

QUALIFICATIONS:

Knowledge of:

- Principles and practices of organization, public administration, budget and personnel management.
- Principles and practices of commercial and housing development and rehabilitation programs and affordable housing programs including integrated service delivery, including current trends in research, funding, partnerships and cooperative public/private efforts.
- Principles, practices and trends in California land use, environmental law, urban and regional planning.
- Laws, codes and regulations governing public housing development and rehabilitation programs; County, state and federal legislative processes and legislative developments applicable to contemporary housing and commercial development and rehabilitation service issues.
- Principles of financial administration, including public budgeting, alternative financing methods and funding sources.

Skill/Ability to:

- Provide clear, consistent and dynamic leadership in planning, organizing, directing, coordinating and reviewing the activities in support of the expansion of housing in the County.
- Create, articulate and garner support for a common vision for housing.
- Develop innovative, creative and practical solutions to long-term housing needs and champion housing development efforts.
- Think strategically and develop housing plans that balance vision with realism.
- Create an environment of trust and partnership in building diverse coalitions with all stakeholders.
- Resolving highly controversial issues in a participatory and effective manner.
- Produce high quality results.
- Provide politically astute leadership that quickly fosters trust, loyalty, respect, commitment and partnership.
- Eloquently and persuasively represent the interests for housing development.
- Build consensus through superior negotiation skills.
- Properly interpret and make decisions in accordance with appropriate laws, regulations and policies.
- Speak effectively to diverse audiences including professional, business, industry and citizen groups.
- Work cooperatively and effectively with Board of Supervisors, County Manager, other departments and officials and employees, other agencies, commissions, and advisory boards.
- Communicate effectively both orally and in writing.

Education and Experience:

Any combination of education and experience that would likely provide the required knowledge, skills and abilities is qualifying. A typical way to qualify is:

Education: Equivalent to a Bachelor's degree from an accredited college or university with major course work in planning, finance, business administration, public policy, public administration, or a related discipline.

Experience: Six years of progressively responsible administrative experience in the housing development and rehabilitation, planning, or a related field, at least two years of which involved directing, planning, organizing and coordinating housing programs or equivalent senior level management experience in a large, public agency.

Previous Classification:

None