

# San Diego Housing Commission

Date Adopted: 1/1/99

Date Revised: 7/1/00

## CLASS SPECIFICATION

Chief of Staff

Code Number: \_\_\_\_\_

### GENERAL PURPOSE

Under policy direction from the Chief Executive Officer, assists the Chief Executive Officer in administering and implementing San Diego Housing Commission operations and programs; plans, coordinates, integrates, fiscally controls, reviews and evaluates the activities, operations, and services of the Housing Commission; executes short- and long-term goals and objectives consistent with the Commission's mission, strategic plan, annual operating plans and budgets and Core Values; ensures all assigned operations and functions serve the needs of the Commission's stakeholders, constituents and customers, while fully complying with all applicable laws and regulations; and performs related duties as assigned.

### DISTINGUISHING CHARACTERISTICS

The incumbent in this class is responsible for acting on behalf of the Chief Executive Officer in managing operations, programs and services of the agency. The Chief of Staff assists and supports the Chief Executive Officer and works with other members of the Executive Team and Commission managers in developing strategies and formulating policy and procedure for addressing complex issues of agency-wide impact and importance in a highly sensitive and changing political, intergovernmental environment. The incumbent is engaged in the day-to-day operation of the agency and in the planning and execution of programs and projects for accomplishing the Commission's short- and long-term goals and objectives, including execution of Board Reports, actions and special assignments. The incumbent operates with latitude and discretion to achieve effective and efficient utilization of resources in serving the Commission's constituencies and customers. Assignments are broad in scope, require the exercise of seasoned political acumen and demand expeditious action and response.

### ESSENTIAL DUTIES AND RESPONSIBILITIES

The duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to this class.

Plans, coordinates, controls, integrates and evaluates the work of all Housing Commission divisions and sections to ensure operations and services comply with the policies, funding source commitments and strategic direction set by the Housing Commission, Housing Authority, and Chief Executive Officer, and with all applicable laws and regulations; provides leadership and participates in formulating Commission strategic and long-range service, facilities and resource plans; with division heads, develops, implements and monitors short- and long-term plans, goals and objectives focused on achieving Commission mission, strategic plan, Core Values and Commission priorities; directs development of division budgets and coordinates the agency budget; monitors implementation of

adopted budgets; directs the development, implementation and evaluation of plans, programs, projects, policies, systems, funding and service strategies and procedures to achieve short- and long-term Commission-wide goals, objectives and standards; with staff, establishes activity measures and measurements of accountability for the agency; coordinates preparation of board reports and makes presentations before the Housing Commission and Housing Authority.

Plans and evaluates the performance of assigned managers and staff; establishes performance requirements and personal development targets; regularly monitors performance and provides coaching for performance improvement and development; within Commission policy, provides compensation and other rewards to recognize performance; takes disciplinary action, up to and including termination, to address performance deficiencies, in accordance with Commission personnel policies and Memoranda of Understanding.

Participates in assessing program needs and service requirements, legislative, regulatory and funding opportunities and constraints, political and intergovernmental issues, trends and innovations in the housing development and affordable housing industries and related matters and ensures division operational objectives and priorities are focused on meeting those needs effectively, efficiently, and with high quality service; directs development and implementation of division and section initiatives for service improvement, enhanced operational efficiency and personnel/employee relations effectiveness; provides leadership and works with assigned management team to develop and retain highly competent, customer service-oriented staff through sound selection, compensation, training, employee relations, equal opportunity and day-to-day personnel management practices that support achieving the Commission's mission, strategies, objectives and Core Values.

Directs and coordinates the preparation of analyses and recommendations regarding policy issues and long-range plans to address Commission service and operational needs; advises the Chief Executive Officer regarding policy issues, programs and projects to meet community and customer needs; advises and assists the Chief Executive Officer in identifying, articulating and implementing policies, programs and projects; directs, oversees and approves the development of the Housing Commission and Housing Authority agenda dockets and manages and directs the development of board reports and supporting materials; presents staff recommendations in meetings of the Commission and Authority boards.

Communicates and interprets Chief Executive Officer, Housing Commission and Housing Authority instructions and requests; makes interpretations, recommendations and decisions based on Commission, Housing Authority and funding source regulations, policies, procedures and applicable local, state and federal law to ensure compliance within assigned areas of accountability.

On behalf of the Chief Executive Officer, serves as the Commission's representative to professional, industry and community groups and customers and to other agencies, organizations and individuals.

## **OTHER DUTIES**

Acts for the Chief Executive Officer, Housing Commission, in his/her absence.

Participates in regional, state and national public housing/affordable housing and other professional meetings and conferences to stay abreast of trends and technology related to Commission operations, particularly in areas of assigned accountability.

## **DESIRED MINIMUM QUALIFICATIONS**

### **Knowledge of:**

Theory, principles, practices and techniques of organization design and development, public administration, financial management and long-range planning as they apply to a complex public housing/affordable housing development agency; Commission functions and associated operational, program management, financial and public policy issues; federal, state and local law and regulation governing housing development, public housing and rental assistance and tenant and client programs and services, as applicable to areas of assigned responsibility; affordable housing needs and sound, progressive approaches and practices for program service delivery, as applicable to areas of assigned responsibility; principles and practices of budgeting, purchasing and maintenance of public records; organization and functions of a public board; the Brown Act and other law and regulations governing the conduct of public meetings; social, political and environmental issues influencing program/project development and implementation; research methods and analysis techniques; principles and practices of sound business communications; principles and practices of effective management, supervision and personnel, equal opportunity and employee relations; Commission and Housing Authority administrative regulations, personnel policies and Memoranda of Understanding.

### **Ability to:**

Analyze and make sound recommendations on complex legislative, intergovernmental, program management, funding source and Commission management and administrative issues; plan, organize and direct the operations of a complex public housing/affordable housing development agency; understand, interpret, explain and apply Commission and Housing Authority policy and procedures; present proposals and recommendations clearly, logically and persuasively in public meetings and before elected bodies; represent the Commission effectively in negotiations; develop and implement appropriate procedures and controls; prepare clear, concise and comprehensive correspondence, reports, studies and other written materials; exercise sound, expert independent judgment and seasoned political acumen within policy guidelines; establish and maintain effective working relationships with Commission and Housing Authority members, all levels of management, other elected and appointed officials of the City of San Diego, other governmental and funding source officials, civic and community groups, business leaders, public interest groups, consultants, contractors, developers, vendors, labor organization representatives, employees, media representatives and the public; exercise tact and diplomacy in dealing with sensitive, complex and confidential issues and situations.

### **Training and Experience:**

A typical way of obtaining the knowledge, skills and abilities outlined above is graduation from a four-year college or university with a major in public or business administration, finance, planning, social work or a closely related field; and at least ten years of progressively responsible executive or management experience in program planning, development and implementation in areas related to assigned Commission responsibilities or in management of a moderate sized public organization or major functional/operational unit thereof; or an equivalent combination of training and experience.

### **Licenses; Certificates; Special Requirements:**

A valid California driver's license.

## **PHYSICAL AND MENTAL DEMANDS**

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

### **Physical Demands**

While performing the duties of this class, employees are regularly required to sit; talk or hear, in person, in meetings and by telephone; use hands to finger, handle, feel or operate standard office equipment; and reach with hands and arms. Employees are frequently required to walk and stand.

Specific vision abilities required by this job include close vision, distance vision and the ability to adjust focus.

### **Mental Demands**

While performing the duties of this class, employees are regularly required to use written and oral communication skills; read and interpret highly complex data, information and documents; analyze and solve complex policy and operational problems for which there are limited precedents; observe and interpret people and situations; use math and mathematical reasoning; learn and apply new information or skills; perform highly detailed work on multiple, concurrent tasks with constant interruptions; work under intensive deadlines with constantly changing priorities and interact with Commission and Housing Authority members, all levels of management, other elected and appointed officials of the City of San Diego, other governmental and funding source officials, civic and community groups, business leaders, public interest groups, consultants, contractors, developers, vendors, employees, media representatives and the public.

## **WORK ENVIRONMENT**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Employees work under typical office conditions, and the noise level is usually quiet.