

San Francisco
Office of Community Investment & Infrastructure
Executive Director

The Commission on Community Investment and Infrastructure seeks a tested professional to lead redevelopment projects in the Bayview-Hunters Point, Transbay and Mission Bay neighborhoods. Together these initiatives comprise the largest redevelopment initiative in the greater San Francisco Bay Area.

With a focus on uplifting communities, the Executive Director must also have a balance of urban, real estate and affordable housing development experience; financial, legal, community organizing and ambassadorial skills; and a strong track record working with community, business and federal, state & local government interests to rapidly advance redevelopment projects.

BACKGROUND

The Commission and OCII carry a significant burden promote healing and advance justice.

Originally occupied by the Ohlone people who are native to the region, the land of Bayview-Hunters Point, Mission Bay and Transbay was appropriated by successive waves of settlers. After being a center for San Francisco's shrimping industry created by Chinese immigrants and the meat processing industry created by Italian, Maltese and Portuguese immigrants, Bayview-Hunters Point was later the location of heavily polluting coal and oil-fired power plants that supplied electricity to San Francisco. Protests in the 1990's resulting in these plants being shut down.

Across 150 years of development, these parts of San Francisco suffered from the negative effects of various overt and subtle discriminatory practices deeply embedded within the fabric of the country. Redlining in its various forms, hiring that favored White workers for higher wage positions, importation of law enforcement from outside of the community, neglect of local infrastructure, damage from pollution, and tension among different ethnic groups all had impact on the development of these neighborhoods. Eventually this led to both peaceful and violent actions by community members who were just fed up. Artists like [James Baldwin](#), Ruth Williams and Danny Glover, leveraged art to give voice to the need for change. Other efforts led by Willie Brown, Robert Kennedy and many community activists and business leaders of all backgrounds and ethnicities, made change at the intersection of community, justice, business and government. Knowledge of this history provides important context for the work of the Executive Director and the OCII Team.

The Commission, Oversight Board and the OCII Executive Director and staff understand that redevelopment of these regions must benefit the region's current and past residents, and also the diverse interests across the City of San Francisco. While historic injustice is a fact, how we shape the future is in our hands.

BASIC FUNCTION

The Office of Community Investment & Infrastructure ([OCII](#)) is the successor to the San Francisco Redevelopment Agency and manages implementation of three major redevelopment projects:

- [Mission Bay North and South Redevelopment Project Areas](#),
- [Hunters Point Shipyard and Candlestick Point Redevelopment Project Area](#) and Zone 1 of the [Bayview Redevelopment Project Area](#), and
- [Transbay Redevelopment Project Area](#).

OCII and its Executive Director are accountable to a five-member [Commission on Community Investment and Infrastructure](#) appointed by the Mayor of San Francisco and subject to confirmation

by a majority of the Board of Supervisors. The 5-member Commission is Chaired by Miguel Bustos, and there is a requirement that two members be resident within the geographies affected by the redevelopment projects. A 7-member [Oversight Board](#) is responsible for oversight of certain fiscal matters as well, and is chaired by Anna Van Degna of the Office of Public Finance of the City and County of San Francisco.

OCII employs over 55 staff, with departments that include: Projects & Programs (which are organized around the three redevelopment projects; Technical Services, which include legal, engineering contract compliance and real estate subject matter experts; Finance; and Human Resources. OCII's overall annual budget for FY 21-22 is \$565.8 million (click for more detail on the [organization's finances](#)).

In addition to proactively keeping Commissioners updated on the status of all redevelopment projects, the Executive Director closely collaborates with and updates a broad range of stakeholders that are connected to various concerns, projects and issues that fall within the purview of each Redevelopment Project Area. The Executive Director must be comfortable with moving from the board room to the street, from discussions with small businesses owners and developers to religious leaders and community advocates; from negotiations with Environmental Protection Agency (EPA) and US Navy attorneys to those with affordable housing advocates and government officials and politicians... as such may unfold privately, in public or through the media.

Reporting to the Commission on Community Investment and Infrastructure, and working in close coordination with the Office of the Mayor of San Francisco, the Board of Supervisors, Citizen Advisory Committees, developers, and diverse business and community organizations, the Executive Director is responsible for OCII's day-to-day management, operating infrastructure, progress on capital projects, dissemination of accurate information on project finances and status, compliance to funding and legal terms under which the organization operates, and for diverse services provided to the community.

The Executive Director must possess strong experience in project planning (particularly for capital and affordable housing projects), budgeting, and definition of critical path dependencies, organizational design, and project accounting. Some projects will involve a form of matrix management and budgeting across departments functions, with budgeting structured by the finance function to roll up to particular projects or departments. The Executive Director must combine an understanding of project accounting with an ability to bring structure and controls to ambiguity, and a high degree of emotional intelligence in service to the differing constituencies supported by OCII.

The Executive Director will catalyze, coordinate and implement change across the organization to speed delivery of outcomes that benefit residents and businesses within the three Redevelopment Project regions. Prosperity with justice is at the center of this work, with a strong emphasis on milestones delivered within reasonable timeframes. The Executive Director and the OCII Team will focus on delivering a hospitable, safe, prosperous community setting that can be enjoyed by community members of all income levels, backgrounds and sensibilities.

Through redevelopment projects shaped to benefit the whole community, OCII's Executive Director and staff will set the stage for a future of prosperity with justice.

INITIAL PRIORITIES

- Understand OCII and the redevelopment projects as a whole— the history, diverse neighborhoods and communities, capital facilities that are part of the redevelopment projects and their relationship to adjacent areas; the organization's budgets, finances, revenue streams; programs, projects and relationships within each community and with surrounding communities;

- Review the current state of play of OCII's operations, taking charge of in-process work; provide for a secure, safe, high quality, efficient and mission-focused working and operating environment for staff, and for timely, efficient, accurate and effective workflows, reports, controls, etc; with the CFO, implement responsible planning and budgeting, strong cost controls, and accurate reporting systems on all activities and projects;
- Develop an in-depth understanding of the intent of the Commission, the Mayor and Board of Supervisors, community members, and of other interested parties (the EPA, US Navy representatives, etc); partner with these parties to transform vision and ideas into discrete actionable projects with budgets, assigned staff and subcontractor resources, discrete measurable objectives and timeframes; manage day-to-day activities and implementation of special projects; develop policy recommendations for approval and/or further action by the Commission;
- Serve as a visible proponent for OCII within the community and more broadly across San Francisco, California and the United States, assuring that the interests of OCII and various project and community collaborators are advanced and fully understood, and are at the forefront of OCII activities; appropriately manage various relationships with oversight agencies, partners, vendors and contractors.

IDEAL EXPERIENCE, QUALIFICATIONS AND EXPERIENCE

The ideal candidate should have the following experience and qualifications:

- Proven managerial, problem-solving and planning capabilities and significant financial, administrative, human resources, legal affairs, and day-to-day operating responsibility with capital development projects that unfold in culturally and economically diverse inner-city environments;
- An understanding of finances and issues involved in real estate and neighborhood development and affordable housing is important, as is a track record navigating complicated political and governmental environments; an understanding of the history of enabling legislation, ordinances and other local, State and Federal laws related to the Redevelopment Agency and its mission would be advantageous;
- A hands-on understanding of OCII workflows; project budgeting, planning, accounting and management; facility and comfort with technology, in particular experience with project accounting and other applications systems;
- A mature level of judgment and decision-making with a focus on overcoming, circumventing or driving through bureaucratic impediments to progress; an ability to solicit and balance input, and to exercise tact, skill and diplomacy when engaging in negotiations with colleagues, other entities, officials, contractors, employees and their representatives; formulates and expresses ideas concisely, clearly and effectively; the ability to guide and counsel colleagues, partners, employees and others;
- A high energy level with a high degree of patience, attention to detail, good humor and fortitude in managing relationships with various parties within an OCII context, including with vendors and other partners; an ambassador for OCII and the Commission, with the ability to leverage the expertise and input of Commissioners to advance projects;

- Demonstrated ability to forge mutually-respectful and effective relationships with a diverse group of personalities in a collegial and cooperative manner, including staff members at all levels, members of different interest groups, community members, staff, supporters, auditors, nonprofits, businesses, government officials, vendors, etc;
- Outstanding oral and written communication skills, including the means to address issues in non-confrontational and non-polarizing ways, but nevertheless with determination; the presence and credibility to serve as an effective spokesperson for OCII, especially in project management, operational, financial and community relations matters;
- A team builder and mentor with outstanding human qualities; one who is straightforward, flexible, shares information easily, listens as well as gives advice, and respects the abilities of others; someone who projects trustworthiness, integrity, and solidity and guides others in a similar vein; the ability to coach others, leaving those being mentored free to deliver while the Executive Director monitors;
- Results-oriented, adept at seeing the big-picture, planning, prioritizing, organizing, and following through; a hard worker with a high energy level; emotionally mature with a sense of humor and an ability to maintain balance and perspective.

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