



## Job Description

**TEAM:** Joppa

**TITLE:** Homeless Services Manager

**REPORTS TO:** Chief Operations & Finance Officer (COFO)

**CLASSIFICATION:** Full-Time, Exempt

### **POSITION SUMMARY**

The Homeless Services Manager provides organizational leadership for Joppa's homeless services and is responsible for ensuring programs are delivered consistently, effectively and in alignment with Joppa's mission to help people experiencing homelessness survive, find housing and rebuild their lives.

Working within Joppa's values, strategic priorities and operating structure, this role provides leadership for Joppa's continuum of homeless services and the organizational systems, leaders and service standards that support them. Current program responsibilities include, but are not limited to, Outreach, Aftercare, Circle of Friends, the Homeless Resource Center, Client Advocacy, the Homeless Nutrition Program, Winter Survival Program, Mail Delivery Services, Vital Records Storage and future homeless services approved by organizational leadership.

The Homeless Services Manager leads primarily through program managers, supervisors and volunteer leaders, ensuring programs operate effectively while strengthening coordination across Joppa's continuum of care. Success in this role is measured by healthy teams, effective programs, strong community partnerships and meaningful participant outcomes.

This position also provides leadership and supervision for the Village Manager and Neighbor Care Manager, ensuring Village operations and resident support remain fully integrated with Joppa's broader homeless services strategy while maintaining clear accountability for their respective areas of responsibility.

The ideal candidate views this role not simply as a management position but as a calling to lead people and programs with compassion, wisdom, accountability and sound judgment while helping people experiencing homelessness move toward housing, relationships, community and long-term stability.

### **ESSENTIAL FUNCTIONS**

#### **Program Leadership & Service Quality**

- Lead and oversee Joppa's homeless services programs and service systems
- Ensure services are delivered with dignity, consistency, accountability, quality and mission alignment
- Establish and reinforce service standards, participant pathways and operational expectations across homeless services
- Ensure participants are appropriately connected to housing opportunities, mainstream benefits, health care, behavioral health care, employment supports and other community resources
- Evaluate program effectiveness and recommend improvements that strengthen participant outcomes and organizational effectiveness

## Leadership, Supervision & Staff Development

- Lead, supervise, coach and develop program managers and other homeless services leadership staff responsible for day-to-day program operations
- Establish clear priorities, performance expectations, communication rhythms and organizational standards across homeless services
- Ensure supervisors effectively onboard, train, coach and develop their teams
- Foster a healthy culture rooted in dignity, professionalism, compassion, accountability, responsiveness and healthy boundaries
- Evaluate staffing structures, leadership capacity and volunteer utilization, recommending improvements as Joppa continues to grow

## Outreach, Homeless Resource Center & Participant Progression

- Ensure outreach remains relational, strategic and focused on engaging people experiencing homelessness
- Ensure resource center leadership maintains high standards for participant experience, hospitality, safety and operational effectiveness
- Strengthen participant pathways from initial engagement through advocacy, housing placement, stabilization, Aftercare and long-term community support
- Promote effective coordination among Outreach, Client Advocacy, Aftercare, Circle of Friends, the resource center and community partners
- Ensure homeless services remain well coordinated with community partners and aligned with Joppa's mission and service standards

## Joppa Village Leadership

- Provide leadership, supervision and accountability for the Village Manager and Neighbor Care Manager
- Ensure Village operations, resident support and community life align with Joppa's mission, values and service standards
- Lead development of Village operating procedures, service systems and readiness plans prior to opening
- Ensure strong coordination between Village operations and Joppa's broader homeless services continuum
- Monitor Village performance, resident outcomes and operational effectiveness

## Systems, Budgeting & Organizational Effectiveness

- Develop and steward homeless services budgets under the COFO's direction and delegated authority
- Monitor staffing capacity, program performance and resource utilization across homeless services
- Identify operational challenges and lead practical improvements that strengthen organizational effectiveness
- Ensure timely, accurate participant documentation, reporting and service data
- Oversee technology systems, data reporting and organizational dashboards that support informed decision-making and continuous improvement

## **Partnerships, Safety & Organizational Stewardship**

- Build and maintain strong collaborative relationships with churches, volunteers, service providers, health care providers, housing partners, public agencies and other key community stakeholders
- Represent Joppa in Homeward, the Housing Solutions Alliance (HSA), coordinated community initiatives and other strategic partnerships, helping shape collaborative solutions that improve outcomes for people experiencing homelessness throughout Polk County while advancing Joppa's mission and organizational priorities
- Support implementation of community-wide initiatives when they align with Joppa's mission, values and organizational priorities
- Ensure organizational expectations regarding confidentiality, participant engagement, documentation, boundaries and crisis response are consistently implemented
- Develop and periodically review homeless services safety procedures and operational readiness plans
- Ensure appropriate recurring safety training for staff and volunteers
- Review significant incidents, identify organizational risks and implement corrective actions

## **COLLABORATION & LEADERSHIP**

- Communicates effectively with participants, staff, volunteers, partners and organizational leadership
- Builds trust, alignment and accountability across teams
- Collaborates effectively across departments in support of one unified mission
- Exercises sound judgment regarding when to make decisions independently, seek collaboration or elevate significant concerns

## **PROFESSIONALISM & RELIABILITY**

- Demonstrates integrity, humility, compassion, accountability and sound judgment
- Represents Joppa with professionalism, care and discretion in all settings
- Maintains healthy boundaries and upholds Joppa's Code of Conduct and organizational policies
- Demonstrates steadiness and maturity in complex, emotionally demanding environments
- Demonstrates adaptability, reliability and a commitment to learning and growth
- Passes a background check in accordance with organizational standards

## **MINIMUM QUALIFICATIONS**

### **Education & Experience**

- Bachelor's degree in ministry, nonprofit leadership, business, public administration, psychology, counseling, human services or another relevant field preferred. Equivalent leadership experience may be substituted for formal education
- Minimum of five years of progressively responsible leadership experience in homeless services, community ministry, nonprofit leadership or another mission-driven human services environment
- Minimum of three years of supervisory experience leading multiple staff, programs or departments
- Experience working directly with people experiencing homelessness strongly preferred
- Experience managing budgets, organizational performance and continuous improvement initiatives preferred
- Experience with HMIS or similar participant data systems preferred

## Skills & Competencies

- Demonstrated ability to develop leaders, build healthy teams and strengthen organizational culture
- Strong organizational leadership, operational judgment and strategic thinking
- Ability to balance compassion with accountability while maintaining clear expectations
- Excellent coaching, conflict resolution and problem-solving skills
- Entrepreneurial mindset with the ability to improve systems and adapt to changing organizational needs
- Excellent organizational, project management and communication skills
- High emotional intelligence, discretion and professional maturity
- Strong computer proficiency, including databases, spreadsheets, reporting systems and communication platforms

## **PERFORMANCE CRITERIA**

Annual performance goals will be established with the COFO based on organizational priorities.

Performance will generally be evaluated through a balanced scorecard that includes:

- Participant progression toward housing and long-term stability
- Program quality, consistency and operational effectiveness
- Staff leadership, development and retention
- Budget stewardship and responsible resource management
- Data quality, reporting and organizational learning
- Safety, risk management and policy compliance
- Strategic initiatives, continuous improvement and Village integration

Performance expectations recognize that participant outcomes are influenced by housing availability, community resources and other external factors beyond Joppa's direct control.

## **ORGANIZATIONAL STEWARDSHIP**

Executive leaders are entrusted with stewarding Joppa's mission, people, culture, resources, relationships and reputation. Accordingly, this position is expected to exercise sound judgment, embrace responsibilities beyond those specifically described and actively contribute to the organization's long-term health, effectiveness and Kingdom impact. As Joppa grows, responsibilities may evolve, but the commitment to faithful stewardship remains constant.