

COMMONWEALTH OF MASSACHUSETTS

CITY OF LOWELL

In City Council

ORDINANCE

An Ordinance Amending *The Code of Ordinances, City of Lowell, Massachusetts*, with respect to **Chapter 20, Article II, Department of Planning and Development** (ss. 20-10) (Personnel) by eliminating the position, “Director of Homelessness Initiatives”.

And further amending **Chapter 20, Article XII, Department of Health and Human Services** (ss. 20-60) (A) by adding to the list of all department personnel as listed in Attachment B, the position of “Director of Homelessness Initiatives”.

-----

WHEREAS, the City Council by virtue of General Laws, Chapter 43, Section 5 has the right to reorganize the departments of the City of Lowell; and

WHEREAS, the voters of Massachusetts have adopted the Home Rule Amendment to the Constitution of Massachusetts (Amendment 89 of Article II of the Constitution of Massachusetts).

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF LOWELL, as follows:

**I**

*The Code of Ordinances City of Lowell, Massachusetts*, (“the Code”) adopted by the City Council on April 26, 1988 as amended, is hereby further amended with respect to **Chapter 20, Article II, Department of Planning and Development** (ss. 20-10) (Personnel) by eliminating the position of:

**“Director of Homelessness Initiatives”**

At that **Chapter 20, Article XII, Department of Health and Human Services** (ss. 20-60) (A) is further amended by adding to the list of all department personnel as listed in Attachment B, the position of:

**“Director of Homelessness Initiatives”**

OrdinancesPersonnelDir of Homelessness Transfer

**City of Lowell  
Job Description**

**Please Post:**

**Deadline:**

**Director of Homelessness Initiatives  
Dept. of Planning & Development**

**Job Title:** Director of Homelessness Initiatives (1100-DH04, )  
**Department:** Planning and Development  
**Reports To:** ~~City Manager, Assistant City Manager, other designated personnel~~  
Director of Health and Human Services, Substance Abuse Coordinator  
**FLSA Status:** Exempt  
**Union:** Confidential/Ordinance/Non-Union Position  
**Salary:** \$70,949.83 (min) –to \$83,278.00 (max) annually; hrs/week

**SUMMARY**

Reporting to the ~~City Manager or the City Manager's designee~~ Director of Health and Human Services or his/her designee, the Director of Homeless Initiatives will be responsible for overseeing the City of Lowell's leadership and commitment to reducing individual homelessness and, to a lesser extent, support for family homelessness work as coordinated by the state's integrated system. This position will work collaboratively with intra- and inter-governmental departments, and with community coalition and service providers, in ensuring effective and efficient resource utilization, and providing public education with the goal of preventing and addressing homelessness for all populations. Create and facilitate a new collaborative structure within the City and across departments focused on homelessness responses. Participate in and provide staff support to the standing Homelessness Coordinating Council to ensure continuity of the City Manager's Task Force on Homelessness and Sustainable Housing. The Homelessness Coordinating Council will establish working groups, as needed, to implement the recommendations of the Task Force. The incumbent will support the Coordinating Council to create a public education and community engagement program to educate the public on the ongoing homelessness issues in the City of Lowell. This position will provide administrative support to the Hunger & Homeless Commission to direct a comprehensive local response to promote services and other activities that are preventative rather than reactive.

**ESSENTIAL DUTIES AND RESPONSIBILITIES** include the following. Other duties may be assigned.

- Work with the appointed Homelessness Coordinating Council to develop system

metrics and benchmarks to track progress on program and system transformation following the City Manager’s Task Force on Homelessness and Sustainable Housing in 2019. Prepare progress reports and provide these regular reports to the Assistant City Manager/DPD Director, City Manager and his/her designee on a monthly basis, and the Homelessness Coordinating Council on a quarterly basis. Reporting timelines may be adjusted at the direction of the City Manager, and/or Assistant City Manager/ DPD Director. Reports and metrics should facilitate the Council to adjust strategic directions to improve results and outcomes.

- Focus efforts in support of the Homelessness Coordinating Council on the use of data and technology to maximize the impact of the existing services and funding, as well as, inform planning, resource allocation and track progress on key metrics.
- Strengthen collaboration and coordination for service delivery and cross-sector partnerships.
- Work with stakeholders to organize a Lowell-based crisis response system that focuses on diversion, problem-solving, and coordinated outreach that is housing and health focused. This system will be modeled on case conferencing and by-name list processes as best practices for ending single individual homelessness and chronic homelessness.
- Work with housing providers to create opportunities to expand options for permanent supportive housing and other housing stabilization that provide an “exit” for individuals from homelessness and improved health.
  - Specific efforts are needed to create incentives for private property developers and non-profit affordable housing managers to support serving high-barrier clients.
  - Pursue all best practices and new ideas to allow flexible use of housing assets, so that service strategies (amount, intensity, type, and duration of assistance) can be adjusted to best serve those in need.
  - Work with the Community Development (CD) Staff to align the City’s use of HUD entitlement funds to prioritize services for single adults that promote diversion, problem-solving and Housing First to the extent possible. Work with CD staff on the 5-year Comprehensive Plan to focus service funding on this population and reduce duplication of services.
  - Engage with SMOC/LTLC to support all elements of a transformation of their shelter operations.
- Develop and implement a plan to train all staff and volunteers who are engaged in providing services to homeless adults to be able to use evidence-based and promising practices, including Housing First, trauma-informed care, diversion/problem-solving, motivational interviewing, etc. The Homelessness Coordinating Council will identify how this plan will be developed and implemented.

- This includes work to coordinate outreach across the City to use a Housing First, health focused approach that will maximize impact while reducing duplicative efforts. Best practices will be used to drive decision-making and newly-aligned efforts to reduce unsheltered homelessness.
- Interface and coordinate with the City’s CO-OP team in their outreach efforts
- Plans, schedules and coordinates cleanup operations at designated sites, when appropriate, including cleanup site identification, prioritization, public notification, coordination with outreach teams, oversight of cleanup work performed by City employees and/or contract laborers and ensuring compliance with quality, quantity, environmental and safety standards and regulations.
- Administers contract for encampment cleanup services, when appropriate. Interfaces with contractor (s), state entities, stakeholders, and various City departments and reviews work to ensure compliance with contract documents and appropriate guidelines, laws, and regulations.
- Maintains appropriate records and provides required reports and documentation
- Assesses and responds to safety concerns as they arise and engages with law enforcement and public health representatives as appropriate.
- Serves as a resource to the City Manager’s Office, Police Department, City Council and other City departments on complex and sensitive homeless cleanup operations. Makes recommendations regarding best options to resolve difficult problems at clean-up sites. Conducts needs assessments and meets with City personnel to assure needs are being met by current cleanup operations. Assures effective communication between stakeholders. Develops and maintains effective relationships with other local government officials and the public.
- Represents the City on various committees or before local government bodies and community organizations.
- Provide administrative staff support for the City’s Hunger & Homeless Commission
- May be required to attend evening meetings, including but not limited to City Council and subcommittee meetings
- Special projects as assigned

**SUPERVISORY RESPONSIBILITIES**

None

**QUALIFICATIONS**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

### **EDUCATION and/or EXPERIENCE**

Bachelor's Degree in education, social work, psychology, public policy/administration or similar field required, Master's Degree preferred. Minimum of five years related experience and/or training; or equivalent combination of education and experience. Experience with non-profits serving individuals experiencing homelessness strongly preferred. Working knowledge of HMIS systems and coordinated entry processes preferred.

### **LANGUAGE SKILLS**

Ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures, or governmental regulations. Ability to write reports, business correspondence, and procedure manuals. Ability to effectively present information and respond to questions from groups of managers, clients, customers, and the general public.

### **MATHEMATICAL SKILLS**

Ability to calculate figures and amounts such as discounts, interest, proportions, percentages, area, circumference, and volume. Ability to apply concepts of basic algebra and geometry.

### **REASONING ABILITY**

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to interpret an extensive variety of technical instructions in mathematical or diagram form and deal with several abstract and concrete variables.

### **CERTIFICATES, LICENSES, REGISTRATIONS**

Valid Driver's license required.

### **PHYSICAL DEMANDS**

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

While performing the duties of this job, the employee is frequently required to sit; use hands to finger, handle, or feel; and talk or hear. The employee is occasionally required to stand, walk, and reach with hands and arms. The employee must occasionally lift and/or move up to 20 pounds. Specific vision abilities required by this job include distance vision, and color vision.

## **WORK ENVIRONMENT**

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

Work is performed in both office and field settings. Field work often includes rough or uneven terrain in undeveloped areas and can occur in adverse weather conditions. Frequently interacts with the public in the field, which may include exposure to hostile, offensive language or interactions with angry, volatile or mentally ill individuals who may be verbally abusive or threatening. Work involves moderate risks involved in working with the public and a variety of situation-specific conditions which may include exposure to toxic materials.

The noise level in the work environment is usually moderate.

The City of Lowell is a smoke and drug free employer and requires a physical with drug screen and CORI, post offer.

*Qualified individuals should send application/resume with cover letter to the Human Relations Office, Mary Callery, HR Director Room 19 - City Hall, Lowell, MA 01852 by the **Deadline***

*Applicants may also send resume with cover letter to fax 978-446-7102 or email to [cityjobs@lowellma.gov](mailto:cityjobs@lowellma.gov)*

**EOE/AA/504 Employer**



Eileen M. Donoghue  
*City Manager*

Kara Keefe Mullin  
*Assistant City Manager*

April 5, 2022

Mayor Sokhary Chau  
And  
Members of the City Council

**Re: Director of Homelessness Initiatives**

Dear Mayor Chau and Members of the City Council:

The Director of Homeless Initiatives is responsible for overseeing the City of Lowell's leadership and commitment to reducing individual homelessness and, to a lesser extent, support for family homelessness work as coordinated by the state's integrated system.

This position currently reports to the Assistant City Manager/DPD Director and has been vacant since November 2021. The attached Ordinance seeks to transfer this position from the Department of Planning and Development to Health and Human Services. The day to day operations and required coordination of this position would be best suited within HHS. The DPD will continue to play a significant role with the position and Coordinating Council to continue to create and expand opportunities for permanent supportive housing and other housing stabilization in the City and region.

Attached to this proposed Ordinance is a red-line of the current job descriptions, including some additional duties to be assigned to this position once it is set to be readvertised.

Sincerely,

Eileen M. Donoghue  
City Manager

Enc.

cc: Christine McCall, Assistant City Manager/DPD Director  
Christine P. O'Connor, City Solicitor  
Lisa Golden, Health and Human Services Director