DEAF COMMUNITY SERVICES OF SAN DIEGO
EXECUTIVE DIRECTOR PROSPECTUS
Mission
We advocate, educate and serve as partners within our community to achieve full access and inclusion of, by and for Deaf, Hard of Hearing, DeafBlind and Late Deafened people.

Vision
ADVOCATE for the rights of full and equal access to ASL, Deaf Culture, English, education, employment and improving the quality of lives of Deaf, Hard of Hearing, DeafBlind and Late Deafened individuals.

EDUCATE the community of the unique communicative needs, abilities, and accomplishments of Deaf, Hard of Hearing, DeafBlind and Late Deafened children and adults.

SERVE the diverse community of Deaf, Hard of Hearing, DeafBlind and Late Deafened individuals to live independently and productively.
As a result of our shared vision, DCS has adopted six guiding principles which determine our goals, service delivery system, and communities we want to co-build.

**THESE PRINCIPLES INCLUDE:**

- High Quality Service
- Ethical Behavior
- Developing Communities
- Establishing Collaborative Partnerships
- Recognize, Appreciate and Value Everyone
- Teamwork

*As an agency navigating change, DCS values and strives to keep radical collaboration at the center of the change process. Agency Value Systems including Core Values, Guiding Principles and Policy and Procedures are under discussion and evaluation. This includes the current organizational structure as well as implementing additional employee support channels and better understanding and of equity and open lines of communication within the agency.*
OUR COMMUNITY

DCS serves a dynamic and diverse community of individuals representing the spectrum of Deafness. The San Diego Deaf community consists of individuals who are deaf, hard of hearing, deafblind, or late-deafened. Our community includes professionals, senior citizens, disabled, immigrants, families, refugees, and youth and students from all walks of life, including different intersectional identities. Through our myriad of culturally and linguistically accessible services, we are able to assist and support members in our community at every juncture in life.

At our annual events and gatherings, we often see a busy crowd with people smiling, laughing, catching up, working together, and networking. Through education via advocacy, workshops and classes, we aim to empower and enrich the community with knowledge to create better opportunities for themselves and their families. In the spirit of community and collaboration, our community volunteers their time at DCS, creating a cycle of support that has continued through several generations. We have an incredible, involved and enthusiastic community!
In 1974, a group of deaf and hard of hearing volunteers started a club called Central Deaf Association (CDA) which served as a social group for the deaf community. As the need for services grew, the McKee family wrote a grant for funds to provide telephone relay and support services and was located at the San Diego State University Rehabilitation Center. CDA realized the need for a fiscal agent to assist with managing the grant and turned to Episcopal Community Services (ECS). As a program of ECS, CDA began to expand staff and the name of the program changed to Deaf Community Services (DCS). In 1984, DCS became incorporated and independent of the church program.

DCS is an “…of, by, and for Deaf and Hard-of-Hearing” agency. DCS’ mission centers on meeting the social, economic, educational, and behavioral health needs of the Deaf and Hard of Hearing, DeafBlind and Late Deafened Community. DCS has over 40 years of experience in providing culturally and linguistically-specific social and interpreting services. Services are designed to match clients’ needs in their preferred language, whether spoken English, Spanish or American Sign Language (ASL). These services are provided by highly qualified staff who are fluent in ASL, many who are D/deaf themselves or are knowledgeable about deafness and the implications of deafness on a person’s overall wellbeing. DCS provides a wide array of services to the Deaf and Hard of Hearing community including but not limited to: adult literacy services, employment services, advocacy, and case management services, comprehensive outpatient substance abuse services, behavioral health services, sign language interpreting services, information and referral services, community outreach and education, independent living skills training and recreational and social activities and ASL classes.
PROGRAMS & SERVICES

DCS has seven departments that provide a variety of programs and services.

ADULT LITERACY SERVICES

Language, Employment, Assessment, and Development (LEAD)

(long-term; up to two years)

The LEAD program provides classroom learning – both group and one-on-one sessions – for deaf and hard of hearing individuals. It covers a wide range of subjects such as basic English, math, ASL and communication, and independent living skills.

Personal, Vocational, Social, and Adjustment (PVSA)

(short-term; approximately 4 months)

The PVSA program focuses on one-on-one sessions for individuals who seek additional support to understand a variety of expectations related to employment and develop skills to break barriers to employment.

The programs include vocational assessment to determine the individuals’ needs, as well as making viable recommendations for progress towards success.
BEHAVIORAL HEALTH SERVICES

BEHAVIORAL HEALTH SERVICES (BHS) – OUTPATIENT MENTAL HEALTH THERAPY SERVICES
The BHS offers comprehensive outpatient behavioral health services to deaf, hard of hearing, deafblind, and late-deafened individuals, youth, and families in San Diego. The services consist of individual therapy (adults and children), family/couples therapy, crisis intervention services, co-occurring disorders treatment, support groups, comprehensive domestic violence and court-ordered services, and advocacy and referrals.

SIGNS OF LIFE (SOL) PROGRAM – OUTPATIENT RECOVERY SERVICES
The SOL program offers comprehensive outpatient drug and alcohol recovery and treatment services, including individual and group-based drug and alcohol counseling, co-occurring disorders treatment, substance abuse, addiction, and 12-step program workshops, integrated drug/alcohol and mental health care, individualized treatment and relapse prevention planning, and deaf women and men sober living recovery homes. SOL provides individualized treatment and recovery plans that meet the unique needs of deaf and hard of hearing individuals.

CLUBHOUSE (CH) – PEER TO PEER SUPPORT SERVICES
The Clubhouse offers a safe and learning environment for deaf, hard of hearing, deafblind, and late-deafened members at risk for or living with behavioral health disorders or in recovery. The services include peer to peer support, advocacy, self-help groups, social and vocational activities, and educational workshops. The services aim to promote healthy living, reduce the risk for behavioral health issues, and support the members to achieve their personal goals.
CLIENT SUPPORT SERVICES

Support services provide direct case management and advocacy services for clients in San Diego and North County. The purpose of the services guides clients to become independent and capable of making informed decisions, understand accessibility, including ADA and disability rights laws, seek employment opportunities, and learn how to self-advocate through a variety of cases such as immigration, SSI/SSDI, medical support services, state and county services, and IEP services.

EMPLOYMENT SERVICES

The services provide guidance and support to deaf and hard of hearing job seekers in acquiring essential tools they need to obtain employment, including understanding ways to locate companies that are hiring. The services consist of counseling and coaching, job search skills development, and support team services such as interpreting services. The department includes educating employers about deaf culture, the benefits of hiring deaf and hard of hearing employees, and identifying and providing reasonable accommodations to deaf and hard of hearing employees.
INTERPRETING SERVICES

Interpreting services provide high quality and certified interpreters in San Diego. Staff and freelance interpreters provide communication access to accommodate every language modality, including ASL interpreting, tactile and protactile interpreting, legal interpreting, LSM and CART services. The department offers disaster response interpreting (DRI).

YOUTH AND FAMILY SERVICES

The YFS department has 5 programs: Deaf Youth Literacy Camp (DYLC), e5 After School program, Hand in Hand Big Brother Big Sister (BBBS) program, Early Intervention Deaf Mentorship program, and Family ASL Class. The YFS department aims to empower children, youth, and families to receive full access to education, communication, self-exploration and identity development, and community resources. It is designed to create positive connections and promote self-sufficiency among children, youth, and families.

MEDIA SERVICES

The media services department develops and implements all targeted content for various media platforms such as website development and oversight and social media. Media services also manages communication objectives and plans through media planning, project management, trend analysis, branding, and community relations.
EMPLOYEE BENEFITS AND PROGRAMS

DCS offers a generous benefits package which includes medical, dental and vision option(s) and life insurance and long term disability with medical coverage. In addition, flexible spending and dependent care accounts, employee discount program, employee assistance program and 401K Retirement Account (Roth and Pre-tax options).

Paid Time Off (PTO) package includes an evolving Vacation time accrual starting with 2 weeks per year and up to 4.8 weeks per year based on years of service, 2 personal days per year and a generous sick time accrual.

Annually, DCS hosts a week-long staff appreciation event along with the end of the year celebration. In efforts to maintain a team approach and recognize the work of all employees, quarterly and annual recognition awards along with team building activities and gatherings are hosted on a regular basis. DCS looks forward to continuing these traditions when possible given the COVID-19 pandemic.

DCS strives to provide employees with professional development opportunities, coaching approach for career growth and advancement as well as all staff training and certification programs based on department and contract requirements.
INDEPENDENT CONTRACTORS

100

PROGRAMS

Number of clients served in FY 20 - 21.

130

100

43

EMPLOYEES

VOLUNTEERS

695
LOCATIONS

Headquarters
1545 Hotel Cir South, Suites 300 and 145
San Diego, CA 92108

North County Office (NCO)
410 S Melrose Drive, Suite 216
Vista, CA 92083

DCS Clubhouse
205 National City Blvd
National City, CA 91950

Metro Career Center (MCC) - EDD
4389 Imperial Ave
San Diego, CA 92113

North County Coastal Career Center (NCCCC) – EDD
3708 Ocean Ranch Blvd
Oceanside, CA 92056
DCS EXECUTIVE DIRECTOR LEADER PROFILE

The Executive Director leader profile defines the vision for the type of leader that stakeholders and the community expect the organization to hire. This leader profile was built on the feedback on the six focus groups and 65 survey responses from the San Diego Deaf and Hard of Hearing community, DCS supporters, and many other stakeholders. The leader profile is a critical description that helps potential applicants understand the type of leader that the organization is looking for, as well as the potential opportunities and challenges the new leader will encounter. The search committee and the board will use the leader profile to determine who to select for the candidates, finalists and eventual Executive Director.
PRIORITIZE COMMUNICATION AND TRANSPARENCY
The new Executive Director is expected to build an authentic culture of caring and being open to the multitude of communities and perspectives within the organization and the San Diego community. The leader will create a shared vision for the organization and then communicate DCS’ progress as it works to achieve that vision. The San Diego community seeks a leader who will ensure that DCS is responsive to individual and collective needs, maintains honest and open lines of communication, and is receptive to feedback from the community and clients. The DCS Board and DCS stakeholders both desire a leader who is an excellent listener and proactively asks for input and assessment of the organization and its programs, and follows through in using this information to improve services. Most of all, the new leader must be willing to be vulnerable and embrace help from others to improve themselves and the organization.

RESPONSIVE AND PROACTIVE LEADER
The Executive Director will mobilize the organization to respond to community and internal issues such as Black Lives Matter, California’s wildfires, COVID-19, and other political, environmental, and social challenges in a prompt manner. The leader will be quick to acknowledge and validate the challenges experienced by individuals and communities affected. Upon this prompt and accessible communication, the leader is then expected to demonstrate initiative by doing the following: enact plans of action, take steps to demonstrate a commitment to address the matter, create the necessary change to improve the situation, and follow through on this commitment through regular communication and relationship building with the affected communities. The leader must respond swiftly, while also creating unity within the organization and between DCS and its stakeholders.
The new Executive Director will commit to the ongoing organizational healing process that DCS has begun, and to developing an organization and community that is more equitable for all. The new leader needs to be empathetic to the past challenges of the organization and demonstrate the capacity to continue the organization's healing process, building on the report provided by Innivee Strategies, Inc. in September 2021. This organizational healing process requires that the leader possess the ability to acknowledge and promote current social justice issues and implement transformational leadership with cultural competency, humility, and sensitivity.

DCS recognizes that it must do more to become an inclusive and equitable organization that reflects the diversity of the San Diego community. The Executive Director will build an inclusive environment to engage and work with a wide range of diverse community members, including but not limited to hearing levels, race/ethnicity, language use, disability, socioeconomic status, sex, gender identity/expression, sexual orientation, immigration status, and religious beliefs. The leader will have an authentic and consistent physical presence in the office and out in the San Diego community.

Furthermore, the Executive Director will serve as a role model by becoming an embedded part of the San Diego community, meeting stakeholders where they are at to truly understand their aspirations and challenges. The Executive Director’s active participation and engagement with all members should create the belief and feeling that the leader “understands us and is a part of our community”. The Executive Director will also aspire to provide full access to information disseminated by the organization in multiple languages such as Lengua de Señas Mexicana (LSM), American Sign Language (ASL), English, and Spanish. The leader will understand that the full inclusion of the community through every means possible whether through language, technology, or physical presence, will enable the organization to thrive as a service organization and employer.
INVEST IN COLLECTIVE AND INDIVIDUAL GROWTH

The incoming DCS Executive Director will cultivate the autonomy and leadership skills of employees, community members, and clients. The Executive Director will develop and empower DCS staff members by delegating responsibilities, providing opportunities for ongoing training and professional development, and create a pipeline that brings future staff members to the organization. In addition, the Executive Director will invest in employing people who reflect the populations served and those with non-traditional experiences, with the intention of providing opportunities for future growth. The DCS Executive Director will foster a culture of recognition and appreciation, as well as explore ways to ensure that staff salaries remain competitive. Finally, the new leader will bring both passion and compassion to the role - inspiring people to bring their best selves to DCS, while also being supportive and understanding when individuals experience challenges whether in or outside of the workplace.

POSITION THE ORGANIZATION FOR SUCCESS

DCS offers programs that make a tremendous difference within the San Diego deaf and hard of hearing community. The ideal Executive Director will strengthen and expand these programs through innovative new service offerings, increasing funding streams, and partnerships with other agencies and organizations, creating a sustainable future for the organization’s programs. In addition to expanding current programs, the Executive Director will devise creative ways to provide services online, in person, and to groups that might otherwise struggle to connect virtually or attend programs in-person. Additionally, the new leader will implement a leadership philosophy that attracts qualified candidates to fill the organization’s vacant positions. Equally as important is the focus on improving the organization’s responsiveness, agility, and overall ability to adjust and adapt alongside community needs.
THE IDEAL EXECUTIVE DIRECTOR OF DCS WILL:

- Champion diversity, equity, and inclusion throughout the organization and its work
- Diversify the organization’s funding, partnerships, and resources
- Be visible, approachable, vulnerable, and authentic
- Actively listen to the community, communicate openly, and maintain transparency
- Serve as an inspirational role model for all, and unite people behind a shared vision
- Strengthen DCS’ successful programs while also creating new services
- Be efficient and proactive in getting things done in a timely manner
- Foster the ongoing growth of DCS staff members
- Have shared lived experiences with the majority of clients in the San Diego community, those from BIPOC communities in particular
- Be fluent in multiple languages not limited to ASL and English
Executive Director | Position Specifications

GENERAL DESCRIPTION:
The Executive Director is responsible for the overall operations and supervision of DCS programs and employees of the agency and is expected to comply with the policies and procedures approved by the Board of Directors.

LEADERSHIP:
- Collaboratively develop a vision and plan for the future of the nonprofit organization to meet its community needs.
- Inspire staff, community members, and other key stakeholders.
- Cultivate a sense of community and belonging with the organization.
- Communicate frequently and clearly with diverse audiences about the organization, its mission, and its programs and services.

ORGANIZATIONAL:
- Supervise the Deputy Director who oversees each department leader.
- Develop and administer programs to provide high quality services.
- Assess services needed by the community, conduct ongoing evaluations of programs and services, and implement programs to meet those needs.
- Direct procedures for the maintenance of records and files to meet Board, grant, and contract reporting requirements.
- Monitor legislation affecting the agency and the people it serves, and disseminate information on pending legislation and its potential impact.
BOARD RELATIONS:

- Uphold the directives and policies of the Board of Directors, and report to the Board at all meetings of the Board or its Executive Committee, and assists in coordination of Board related operations.
- Serve as an ex officio on all committees or delegate staff member(s) as a representative.
- Assist the Board of Directors in the development of strategic plans and development activities.

FINANCIAL:

- Develop and maintain funding sources and assure efficient, high integrity fiscal operations.
- Develop an annual budget that reflects expected revenues and expenditures for the agency, submit to the Board of Directors for approval, and monitor adherence to the budget by the agency.
- Direct procedures for maintaining the financial records of the agency and for meeting all reporting requirements.
PUBLIC RELATIONS AND COMMUNICATIONS:

- Act as primary contact and liaison in all public communications and provides effective coordination with other organizations.
- Shape and approve information and public relations materials prior to release to the media or the public.
- Develop an effective community relations program which cultivates a favorable public image of the agency.
- Dynamic public signing presentation skills.

MINIMUM QUALIFICATIONS:

- Bachelor's degree and five years of equivalent experience working in community or human services work with Deaf and Hard of Hearing people.
- Knowledge of Deaf culture and the Deaf/Hard of Hearing community.
- Receptive and expressive competency in at least one commonly used sign language in the San Diego area, such as American Sign Language, Black American Sign Language, and/or Lengua de Señas Mexicana.
- Knowledge of laws and rights pertaining to Deaf and Hard of Hearing people.
- Experience with implementation of diversity, equity and inclusion practices in the workplace.
- Experience with grant application procedures and maintenance.
- Experience with budgeting and personnel management concepts and practices.
- Ability to advocate clearly & persuasively in person and by correspondence.
- Ability to supervise and work effectively with a strong group of invested leaders and supporters.
PREFERRED QUALIFICATIONS:

- Completed Master's degree, specialization or major in Deaf related topics, administrative coursework.

- Three years of experience in managing or supervising programs for Deaf and Hard of Hearing individuals.

- Skilled in organization development and personnel management, both in their concepts and practices.

- Project management experience.
HOW TO APPLY:

PLEASE SEND ALL QUESTIONS, NOMINATIONS, AND APPLICATIONS TO:

Shane Feldman, Chief Executive Officer, Innivee Strategies, Inc
dcssearch@innivee.com | Phone: 443-430-0166

Applications should include a cover letter, resume and three references.

All applicants must have demonstrated cultural competency and sensitivity to and understanding of the diverse socioeconomic, academic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds of the community that Deaf Community Services of San Diego serves.

WORKPLACE STATEMENT

Deaf Community Services of San Diego (DCS) believes that many workplaces disproportionately hurt the most marginalized people in society — including people of color, people with disabilities, people from working class backgrounds, women and LGBTQ people. We also believe that these communities must be centered in the work DCS does. Hence, applications are encouraged from people with these identities or who are members of other marginalized communities.

Deaf Community Services of San Diego, Inc. (DCS) fully subscribes to the principles of Equal Employment Opportunity. It is our policy to provide employment, compensation, and other benefits related to employment based on qualifications, without regard to race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age (40 or older), disability or genetic information, or any other basis prohibited by federal, state or local law. In accordance with requirements of the Americans with Disabilities Act and applicable federal, state and/or local laws, it is our policy to provide reasonable accommodation upon request during the application process to applicants in order that they may be given a full and fair opportunity to be considered for employment. As an Equal Opportunity Employer, we intend to comply fully with applicable federal, state and/or local employment laws and the information requested on this application will only be used for purposes consistent with those laws. To the extent required by applicable law, DCS maintains a smoke-free workplace.