



# Deputy Executive Director of Housing Assistance Programs Opportunity Guide





# About King County Housing Authority

King County Housing Authority (KCHA), the largest affordable housing provider in the Pacific Northwest, seeks to provide innovative, effective, and equitable housing solutions so that all people and communities can prosper. The Authority, founded in 1939, operates as an independent municipal corporation, providing rental housing and assistance to more than 55,000 people in over 19,000 households. Serving 37 cities (not including Seattle and Renton) and the unincorporated areas of [Dr. Martin Luther King, Jr. County](#), the Authority's geographic scope of operations spans 2,000 square miles. KCHA's service area includes 1.2 million of the county's 2.25 million residents and is home to the majority of its low-income households. KCHA owns and manages 4,280 units of federally funded housing for families, elderly households, and people with disabilities, as well as 7,300 additional units of low and moderate-income housing financed through tax credits or tax-exempt bonds. Federally funded Housing Choice Vouchers (HCVs) help over 10,000 households rent affordable housing on the private market. The Authority also owns and manages one public housing complex in Olympia (90 miles south of Seattle) and administers 80 units of public housing under contract to the Sedro-Woolley Housing Authority (75 miles north of Seattle). More information about resident composition can be found at: <https://www.kcha.org/about/facts>.

- 4,280 Subsidized Housing Units
- 7,300 Workforce Housing Units
- 10,000 Households through Housing Choice Vouchers

The U.S. Department of Housing and Urban Development (HUD) has named KCHA a high-performing agency every year since it began evaluating public housing authorities in 1992. A national leader in the public housing industry, KCHA is strongly focused on shaping organizational culture, practices, and policies, both within the agency and in the communities it serves, through an equity lens.

In 2003, KCHA entered a Moving to Work (MTW) contract with HUD under the original federal demonstration legislation. In addition to allowing KCHA to waive certain HUD program regulations, and the provision of much of its federal funding through a block grant, MTW status encourages on-going innovation and the redesign of federally funded programs in ways that respond to local conditions, streamline operations, and better support tenants' economic self-sufficiency. KCHA is one of only 39 housing authorities nationwide that participates in the original MTW program.

KCHA values excellence, teamwork, integrity, trust, communication, and consistency. By working together, the organization seeks to challenge existing processes, champion diversity, and continuously learn.

KCHA receives no operating funds from the State of Washington, King County, or the region's cities. It covers operating costs with rents from tenants and federal funding. With a 2021 annual consolidated budget of \$515 million, and 440 full-time employees, KCHA is led by Executive Director Stephen Norman under the direction of a [Board of five volunteer Commissioners](#) (including one KCHA program participant) appointed by the King County Executive. An Executive Team of six (which will be expanded to seven in 2021 with the addition of an executive level officer focused on Equity, Diversity, and Inclusion) comprise a solid management and leadership team.



## The Opportunity: Deputy Executive Director of Housing Assistance Programs

KCHA seeks an experienced, creative, future-focused innovator as its next Deputy Executive Director of Housing Assistance Programs (the DED). Alongside other Executive Team members, including two other DEDs (Chief Development Officer and Chief Administrative Officer), the next DED of Housing Assistance Programs will be a leading voice in agency-wide strategic planning, maintaining and strengthening community partnerships, managing staff, and offering subject area expertise in HUD-related matters. This role offers an opportunity to innovate in ways that contribute to the long-term sustainability of this important, high-performing agency and ensure the quality and success of day-to-day operations carried out by a team of some 300 staff. This role is vacant due to the retirement of a long-time (nearly 40 years) executive in Summer 2020.

Reporting directly to KCHA's Executive Director, the DED of Housing Assistance Programs will be responsible for overseeing KCHA's Public Housing and Housing Choice Voucher Programs. KCHA's Public Housing inventory is directly maintained and managed by in-house staff, including a highly skilled unionized maintenance staff. The portfolio consists of 83 sites with 3,728 units, including one mixed income HOPE VI community. Thirty-five percent of this portfolio is funded through project-based (RAD) housing choice vouchers. The average Real Estate Assessment Center (REAC) score for the inventory is 94. KCHA continues to grow its public housing inventory through new acquisition/construction and the activation of banked Faircloth units. KCHA's HCV program administers over 13,500 vouchers, including 3,000 port-ins. \$227 million in rent payments to 2558 landlords is budgeted for 2021. The program has a strong focus on housing formerly homeless households and works closely with local human service systems and providers. An additional 726 special purpose vouchers have been awarded to KCHA by HUD over the past two years.

# Performance Objectives

## Executive Leadership

- Help develop overarching strategic goals, policies, and operational plans for the organization as a member of the senior executive team and in close alignment with the Executive Director.
- Provide oversight for HUD programs to ensure a cohesive strategy in support of overall Agency mission and purpose.
- Implement measurable objectives, initiatives, outcomes, budgets, funding strategies, performance metrics, and timelines; redirect approaches that may be dated or ineffective.
- Lead, motivate, supervise, and maintain a highly effective, productive, and unified team through a lens of equity and inclusivity, supporting both professional/technical expertise and operational talent at all levels. Ensure that leadership is approachable and operates with a defined culture of equity, inclusivity, flexibility, collective problem-solving, and openness to suggestions, together with the ability to resolve/mitigate conflict.
- Recruit and select department directors, professional staff, and other personnel. Assign, direct, train, and inspect the work of staff; reward, discipline, coach, counsel, and evaluate staff performance; and oversee transfers, promotions, suspensions, terminations, and demotions.
- Empower department and leadership teams to maximize available resources and staff contributions through coaching and guiding, both to grow leaders' skills at all levels and enhance shared ownership of KCHA's mission, performance, and results.
- Collaborate with the broader Agency management team in providing collective and inclusive leadership. Maintain positive and productive working relationships internally and externally with leadership teams, residents and program participants, community stakeholders, partner organizations, and industry peers.
- Actively engage with industry groups and national partners to guarantee up-to-date knowledge regarding current issues, policies, and trends that impact KCHA's operations and future planning.

## Housing Initiatives/Operational Excellence

- Lead the development of strategies for housing programs and initiatives; establish appropriate customer service levels, performance expectations, and stretch goals in support of KCHA's overarching mission objectives.
- Monitor and evaluate the efficiency and effectiveness of operational approaches and allocate internal resources accordingly.
- Align resources and approaches necessary for the team to be effective, including technology, workflow processes/operations, technology, and training. A major technology upgrade is on the horizon. Oversee this effort to provide increased efficiency and improved business processes.
- Maintain a comprehensive and up-to-date understanding of HUD programs and regulations, allowing KCHA to maximize funding, leverage partnership opportunities, and provide additional resources to communities and residents throughout the County.
- Interpret and assure compliance with HUD regulations, rules, and guidelines, as well as other applicable state and local codes, laws, and ordinances.
- Analyze new HUD, state, and local regulations as they relate to the Authority; advise and strategize regarding the impact of these changes on agency goals and operations.



# Performance Objectives

## Industry, Community, Customer, and Stakeholder Relations

- Demonstrate understanding of and respect for diverse backgrounds and create cooperative relationships with a wide range of partners and stakeholders.
- Build relationships, conduct negotiations, and represent the Authority in meetings with elected officials, government agencies, contractors, community groups, resident councils, the general public, and regulatory bodies.
- Provide strategic oversight of the Authority's community outreach initiatives, coordinating with appropriate staff teams to set the stage for culturally competent conversations between KCHA and its diverse community partners and stakeholders.
- Create innovative marketing and communication/outreach strategies to increase the visibility of the organization for new and diverse audiences.
- Present proposals and recommendations clearly, logically, and persuasively in public meetings and before elected bodies.
- Represent the Authority with national industry groups including the Council of Large Public Housing Authorities (CLPHA) and the National Association of Housing and Redevelopment Officials (NAHRO).



# The Qualified Candidate

KCHA seeks a forward-thinking, dynamic executive who has demonstrated inclusive approaches to leading teams in achieving or surpassing organizational goals as its next DED of Housing Assistance Programs. The selected candidate will have a strong background in the administration of program operations at a similarly sized institution or other experience that would sufficiently prepare them for this role, including demonstrated understanding of residential property management relating to affordable or low income housing. The DED will have the experience and skills necessary to oversee and strategically lead KCHA's programs in the community. Performance will be evaluated by how the successful candidate: plans, develops, and administers programs to achieve objectives; understands, communicates, and executes best practices in program budgeting and operations; and demonstrates knowledge of and complies with relevant local, state, and federal regulations.

The ideal candidate will demonstrate considerable independence, evaluative thinking, written and oral communication skills, and operational, leadership, and strategic planning abilities. Proven experience in creating an equitable and inclusive framework for working with diverse audiences (staff, program participants, community leaders) is highly desired. The experienced leader will ensure compliance with government regulations, serve as a member of the executive team, and oversee the preparation and maintenance of required reports, records, and files.

KCHA seeks an executive leader who will contribute to and complement the evolving culture of diverse and innovative leadership, rising to the challenge of meeting the housing needs of tomorrow, today.

## Specific Requirements Include:

- Extensive supervisory experience in the administration and operations of a housing authority, community development agency, or other government or non-profit housing organization, or an equivalent combination of education and experience transferrable to KCHA.
- Cultural sensitivity and competency, which is essential in serving economically disadvantaged, diverse populations with either single or co-occurring needs, with a particular focus on households that often fall through the community-based safety net.
- Strong analytic and strategic-thinking skills, with demonstrated ability to create, implement, and monitor complex plans.
- Comprehensive knowledge of the principles and practices of public administration, public housing, the HCV program, housing finance, and the laws, ordinances, rules, and regulations pertaining to a public housing agency.
- Experience in or a demonstrated understanding of residential property management, particularly as it relates to affordable or low-income housing.
- Demonstrated track record of success in building strong, diverse, and productive work teams with a focus on equity, inclusion, and mentoring and nurturing staff development.
- Prior experience within an MTW agency or equivalent bold leadership experience in innovative and community-based program development preferred.
- Proven ability to build strong external relationships with a variety of constituencies: staff, consumers, community-based partners, elected officials, and other stakeholders.
- Skilled in advocacy, public policy awareness, and networking that will be useful in representing KCHA at the national, state, and local levels.
- Track record in budgeting, financial management, and developing business strategies for the success of short- and long-term outcomes.
- Career path that shows a mix of stability and growth-focused moves with similar organizations.
- A clear background check is required before hire, as well as a valid driver's license.
- A minimum of 10 years of progressive experience in leadership and management, with documented ability to lead teams, manage staff, and achieve results through others.
- Bachelor's degree, or equivalent experience, in business administration, public administration, or related field; Master's degree preferred.



## How To Apply

Due to the COVID-19, KCHA is operating under strict safety precautions. Offices are closed to the public and most work is being completed online, via email and/or phone. Staff are meeting in person only when absolutely necessary. The Executive Team is observing the same health and safety protocols as all staff. The interview process for this role will be managed by KEES, and all precautions will be taken to minimize contact and maximize safety. Based on timing of the process and health and safety conditions in early 2021, an in-person interview(s) may be a part of the final hiring process.

This position offers a market-rate competitive salary (\$143,500 – \$209,145) with **strong benefits**. Relocation assistance is offered. All inquiries will be held in strict confidence.

King County Housing Authority is an equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, or veteran status.

### About KEES

KEES (formerly Alford Executive Search) is a nonprofit executive search firm that builds transformative teams and leaders. A woman owned and operated firm, KEES offers a full array of nonprofit consulting services including executive search, leadership development, interim staffing, and HR support. For more information, please visit [www.kees2success.com](http://www.kees2success.com).

### APPLY NOW

To assure confidential tracking of all applicants, no applications will be accepted via email. ALL INQUIRIES WILL BE HELD IN STRICT CONFIDENCE.

This search is being managed by Laura Weinman, Vice President, and Kiana Martin, Project Coordinator, of KEES. Questions may be addressed to [kmartin@kees2success.com](mailto:kmartin@kees2success.com).



## More About King County

Located on Puget Sound in Washington State and covering 2,134 square miles, King County has a population of just over 2.25 million people and ranks as the 13th most populous county in the nation. The County is an increasingly diverse and dynamic community with a global flavor, an economy that is growing, and an environment where people and businesses can thrive. The County is comprised of 39 cities and is truly an international destination with over 100 languages spoken in the region and 30 million visitors annually. Home to the University of Washington, Amazon, Microsoft, the Seattle Seahawks, and Boeing, this is an area that appeals to dynamic and progressive thinking companies and individuals. Its moderate climate encourages a wealth of year-round outdoor activities, and its world class symphony, opera, and regional theaters contribute to a vibrant culture scene.

The county seat is Seattle, the crown jewel of the Pacific Northwest known as the Emerald City and the state's most populous city. Seattle is the land of NPR, bookstores, corporate giants, farmers' markets, and copious amounts of caffeine. Yes, it does rain here, but that does not stop Seattleites from enjoying life. In the winter, music, art, theater, and diverse cuisine keep the city buzzing. And when the sun comes out, you will find residents heading for the mountains and lakes, attending a festival, or flocking to the city's many parks.

Opportunities to enjoy the outdoors are numerous. On a nice day, you might join the crowds soaking up the sun at [Golden Gardens Park](#), [Green Lake](#), or [Alki Beach](#). Stroll the [Washington Park Arboretum](#), [paddle a canoe](#) among the lily pads on Lake Washington, or take a day trip to [Mount Rainier](#) for a glimpse of the Northwest's wild beauty. A windy ferry ride to a nearby island is another quintessential Seattle experience.

For (mostly) indoor fun, take an [Underground Tour](#) in Pioneer Square, which offers an entertaining look at the city's quirky history. Seattle also boasts [world-class museums](#), including The Museum of Flight and The Renton History Museum and including smaller, specialized institutions like [The Center for Wooden Boats](#) and the [Wing Luke Museum of the Asian American Experience](#). Several other attractions can be found throughout the county, such as the International Fountain, the Space Needle, Cherry Blossoms at the University of Washington, the Seattle Waterfront, the Sky View Observatory at the Columbia Center, and more.

