



Senior Director of Equity, Diversity, & Inclusion
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 does not receive 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 this role focused on Equity, Diversity, and Inclusion) comprise a solid management and leadership team.

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. As national leader in the public housing industry, KCHA aspires to become an anti-racist organization both within the agency and in the communities it serves. To that end, KCHA is seeking an experienced professional who will help shape and lead agency-wide efforts across the Authority.



The Opportunity: Senior Director of Equity, Diversity, & Inclusion

KCHA seeks an Equity, Diversity, and Inclusion (EDI) professional with strong experience who can serve and lead in this newly created role. The Senior Director will be the Authority's first dedicated Senior Director of EDI, reporting to KCHA's Executive Director, and be a member of the executive leadership team.

The incumbent will be accountable for developing an organization-wide strategy to embed EDI into every aspect of KCHA's work, acknowledging a range of intersectional identities and placing an intentional emphasis on racial equity. The incumbent will champion EDI ideals and help the organization to live out EDI values in its work every day. The Senior Director will perform complex executive and administrative work in planning, organizing, directing, and coordinating the Authority's shared vision for EDI to enhance and achieve the Agency's mission, vision, and strategic goals. The hired Senior Director will begin in the role with one direct report (to be created/filled). After an early assessment, the Senior Director will present a plan inclusive of required budget and resources necessary to accomplish the goals and fully realize the organization's EDI aspirations.

KCHA's Executive Director Stephen Norman will partner with the Senior Director of EDI to ensure organizational commitment to becoming an anti-racist

organization. KCHA is quite diverse in its representation as an agency; however, BIPOC are not uniformly distributed throughout all levels of leadership. Further, there is an intentional focus on ensuring that all elements of KCHA are equitable and diverse, including residents, the Board, community partners, practices and policies, housing programs offered, and initiatives. Equity must be at the heart of everything KCHA does. It is front and center in our mission. The new Senior Director, based on their early assessments, will build out the department and initiatives after coalescing the input provided from previous KCHA efforts and blending with their own expertise to build a best-in-class EDI program.

Additionally, the Senior Director will serve as the senior level sponsor to KCHA's REDI (Race, Equity, Diversity, and Inclusion) workgroup. Formed in 2019, the REDI workgroup focuses on the mission to help educate and shape organizational culture, practices, and procedures through an equity lens. The REDI workgroup is comprised of 12 members who serve in various positions across the Authority and serve as ambassadors throughout the organization. The Senior Director and the REDI workgroup will collaborate to achieve the goal of educating and influencing the Authority to eliminate racial disparities.

Performance Objectives

Innovation and Leadership

- As an integral member of the senior executive team, partner with the Executive Director and collaborate with leadership and the Agency's REDI workgroup to establish agency-wide strategy, goals, key performance metrics, budget, and oversight for all EDI programs in accordance with best practices and benchmarks.
- Promote inclusion among leaders and staff at all levels, including the Board of Commissioners, to encourage use of inclusive behaviors and language. Advise and partner with agency leaders to strengthen their racial equity leadership, collaboration approaches, and communication for the purpose of ensuring all employees fulfill their role as leaders for racial equity.
- Provide leadership and guidance on internal and external processes, action plans, and research-based strategies for the purpose of addressing the needs of diverse staff, resident populations, and communities. Review Agency policies and practices with an equity lens to eliminate exclusionary features that create disparate impacts.
- Provide guidance, thought leadership, and collaboration with those responsible for staff recruitment, agency-wide trainings, programs, and services to foster more cohesive and efficient delivery of employee professional development programs, focusing on culturally responsive engagement.
- Serve as an advisor to the Executive Director; counsel Executive Director and Board of Commissioners about emerging matters related to diversity and community equity and inclusion for existing and suggested policies; oversee, suggest, and provide information on the costs and benefits of various requirements necessary to ensure effective and efficient implementation of EDI strategies.

Vision and Leading Change

- Provide technical expertise and guidance in the agency's development of infrastructure, implementation, and coordination of agency-wide EDI efforts (e.g., Equity & Inclusion framework, REDI workgroup, Leadership Cohorts, cultural competency, etc.) for the purpose of achieving program delivery and successful outcomes of agency goals and initiatives.
- Build internal support for EDI initiatives by collaborating with key stakeholders and executive leadership team to set priorities and create actionable strategies.
- Oversee data collection analysis and organizational assessments to identify enablers and potential inhibitors of a diverse, inclusive, and equitable work environment, including linkages with and impacts on consequential external stakeholders.
- Deploy best practices in change management and organizational development for the purpose of driving the culture in becoming an anti-racist organization. Ensure EDI plans and priorities are aligned and coordinated across the organization.
- Collaborate with Human Resources on the evaluation and development of personnel policies and procedures, recruitment, and retention practices, and resolving personnel matters, particularly related to race and equity.
- Participate in meetings, workshops, and conferences for the purpose of conveying/gathering information required to perform essential functions.
- Analyze and develop effective policies and procedures addressing all aspects of KCHA and their intersection with equity and diversity initiatives. Present proposals and recommendations clearly, logically, and persuasively in public meetings and before elected bodies.

Performance Objectives

Community Outreach, Management, and Operations

- Act as primary representative of KCHA regarding EDI policy, communication, and engagement to internal and external professional interest groups including community leaders, KCHA partners, and community-based organizations to develop and maintain meaningful relationships to support EDI efforts.
- Create new, inclusive, and innovative communication and outreach strategies to increase visibility of the organization for diverse, new audiences.
- Develop and implement measurable objectives, budgets, strategies, and timelines.
- Provide collaborative leadership in maintaining a positive and productive working relationship with all KCHA stakeholders.
- Make hiring decisions as needed and lead, develop, motivate, supervise, and maintain a highly effective, productive, and cohesive staff with both professional/technical expertise and operational talent.
- Demonstrate fiscal responsibility and efficient use of all organizational resources.



The Qualified Candidate

KCHA seeks a forward-thinking, dynamic Senior Director of Equity, Diversity, & Inclusion who has demonstrated an inclusive approach to establishing a framework for and carrying out a comprehensive vision for EDI. This person will ideally have built an agency's EDI initiatives as an inaugural or early-stage leader for another complex organization and have the proven ability to collaborate with colleagues and influence Agency practices and policies.

The successful executive will demonstrate inspirational leadership to all groups and individuals within or associated with KCHA. Demonstrated expertise at communicating with and advocating for people from all backgrounds is essential.



Specific Requirements Include:

- Proven track record in championing a common vision of the organization's commitment to EDI that can be shared internally and externally.
- A passion for energizing people around KCHA's mission and supporting all stakeholders on a shared EDI learning journey with a style that builds relationships, trust, accountability, and inclusivity.
- Extensive experience and comprehensive working knowledge of principles to advance EDI at a complex organization with multiple levels and types of stakeholders and the public at large.
- Ability to articulate and apply historical context of racism and an understanding of the current reality of communities of color to support racial equity with empathy and sensitivity and speak both broadly and locally to King County needs.
- Strong communication, high degree of emotional intelligence, mediation, and conflict resolution skills, with proven ability to build strong external relationships with a variety of volunteers, public leadership, partner organizations, and other stakeholders.
- Skill in analyzing and developing effective policies and procedures dealing with Housing Authority management; presenting proposals and recommendations clearly, logically, and persuasively in public meetings and before elected bodies.
- Proven success in building strong and productive work teams with a focus on mentoring and nurturing staff development.
- Strong critical thinking skills, ability to evaluate information, implement timely decisions, and make recommendations that anticipate the cost benefits, risks, and organizational impact on advancing EDI goals within KCHA's context and the Housing Authority national landscape.
- Ability to use independent judgment and discretion in carrying out duties and responsibilities, exercise initiative, and provide leadership. Routinely utilize sound judgment in analyzing situations and reaching decisions quickly.
- Career path that shows a mix of stability and growth-focused moves with similar organizations and capacity to develop and nurture relationships culminating in overall success.
- 5 or more years' experience in leading and managing organizational change initiatives, particularly around issues of diversity, equity, and inclusion.
- Bachelor's degree, or equivalent experience, in social justice, public administration, human resources management, business administration, or another related field.



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 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 (\$122,300 - \$177,313) 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.

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 Heather Eddy, President and CEO, and Kiana Martin, Project Coordinator of KEES. Questions may be addressed to kmartin@kees2success.com.

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.





More About KCHA

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. More information about resident composition can be found at: <https://www.kcha.org/about/facts>.

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 most of its federal funds as 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.