



The Cincinnati Metropolitan Housing Authority seeks a proven, ethical and visionary leader to serve as its next...



EXECUTIVE DIRECTOR

The Community

Mission Statement

To provide quality affordable housing solutions by building partnerships with Hamilton County communities while strengthening and expanding housing opportunities for families to achieve self-sufficiency.

Cincinnati, the Queen City, is a picturesque city on the Ohio River in Southwest Ohio at the junction of Ohio, Indiana and Kentucky. The City has a population of nearly 300,000 and Hamilton County has a population of over 800,000. This area offers an attractive place to live, work and play with diverse cultural, housing and community offerings. There are many attractions and venues available for residents and visitors alike, with over 100 museums including the outstanding Cincinnati Art Museum, the National Underground Railroad Freedom Center, as well as an outstanding Zoo, the Krohn Conservatory, Cincinnati Symphony Orchestra, Cincinnati Ballet, and Cincinnati Playhouse. Sports fans have the choice of seeing the National League Central Division Champion Cincinnati Reds, the National Football League's Bengals, or the two-time Kelly Cup Cyclones.

Other sites and attractions include the Riverfront and Fountain Square as well as the Rosenthal Center for Contemporary Art, the Aronoff Center for the Arts, and the nearby Cincinnati Shakespeare Company. Excellent public

and private schools are available including the outstanding post-secondary options - the University of Cincinnati, Cincinnati State and Xavier University.

Cincinnati is fortunate to have a diverse economic base with 43% of the nation's population, 41% of the nation's purchasing power, 44% of the nation's manufacturing establishments, and 54% of the nation's value added by manufacturers within 600 miles. There are more than 6,000 small businesses in the Greater Cincinnati area. Ten Fortune 500 companies are headquartered there, and 85% of the Fortune 500 companies have a Cincinnati presence. Among the top employers are Kroger Corporation, Proctor and Gamble and the Cincinnati Children's Hospital Medical Center.



Organizational Profile And Governance

As in most of the country, Cincinnati and Hamilton County have been affected by the challenging economy, with many residents facing difficulties in finding affordable housing options for families and seniors. This has placed more demands on the housing authority to meet the needs of quality, clean, secure, diverse, and affordable choices. The most recent census report shows that two of the 10 poorest big cities in the U.S. are in Ohio, with Cincinnati being the seventh, with 30.6 residents living in poverty.

Cincinnati Metropolitan Housing Authority (CMHA) was established in 1933 and operates under the provisions of the State of Ohio Housing Authority Law. CMHA is the 17th largest housing authority in the U.S. and the largest landlord in Hamilton County with the responsibility for providing affordable housing options for residents. CMHA has an annual budget of \$131.7 million with about 300+ employees. The organization is comprised of four Departments overseeing Housing Management, Modernization, Housing Choice Vouchers, and Administration. This agency is responsible for the management of housing funded primarily by HUD with the capacity to serve 5,252 in the Low Income Public Housing (LIPH) program with the Housing Choice Voucher (HCV) for 11,214 units. This agency regularly receives a

high performance designation from the U.S. Department of Housing and Urban Development under the Public Housing Assessment System (PHAS).

The agency has significant goals for the 2012 program year including:

- Develop a plan for CMHA to be a Moving to Work (MTW) agency if an opportunity is presented through Congressional Action;
- Develop affordable housing units across Hamilton County in partnership with communities;
- Implement a comprehensive communication plan to connect Hamilton County stakeholders to CMHA services.

CMHA is governed by a five-member Board of Commissioners appointed for five-year terms; two appointed by the Cincinnati City Manager, one each by Hamilton County's Board of County Commissioners, Probate Court and the Court of Common Pleas. This Board serves without compensation and is responsible for the hiring of the Executive Director.

Position And Organizational Profile

The Executive Director plans, directs, administers, and oversees all operational activities of the Authority. This role is responsible for implementing policies and procedures approved by the Board and represent the Authority to other public agencies, elected officials and federal regulatory agencies. He/she prepares and presents financial analyses, performance assessments and required reports to the Board, the U.S. Department of Housing and Urban Development (HUD) and other organizations having an interest in improving public housing and affordable housing opportunities for citizens.

This agency develops and recommends short- and long-range plans for meeting the affordable, low-income housing needs of the community; oversees program development and administration; appraises the Authority's performance in meeting established goals; and provides research, analysis and recommendations to the Board and as appropriate, other governmental agencies to support adding and improving assisted housing in Hamilton County. The agency is comprised of Housing Management, Modernization, Maintenance, Enforcement, Community Relations, Housing Choice Voucher (HCV) Programs, Human Resources, Finance/Information Technology/Purchasing, and Legal Departments/Divisions. The staff of CMHA is highly experienced and committed to the mission of the organization, ensuring the provision of quality services to residents, recipients and applicants seeking housing assistance.



Current Issues

The following listing is representative of the challenges and opportunities the new Executive Director will deal with in the first twelve to eighteen months on the job and is not intended to be a comprehensive listing. These have been gathered by discussions with the Board of Directors and a diverse group of Community Stakeholders:

- **Establishing Stability for the Agency** – CMHA has had turnover in the Executive Director role in recent years and with members of the Board of Directors. This instability has reduced confidence in the agency and resulted in a Voluntary Compliance Agreement (VCA) by HUD and some elements of distrust by some constituencies. The new Executive Director will be asked to place the strongest emphasis upon improving the reputation of the agency through improving staff and community communications and relations. Restoring an atmosphere of trust and mutual respect, through full disclosure and transparency of process(es), is essential to the continued success of the Authority and Executive Director.
- **Board Relations** – There has been change in the composition of the Board and the Board leadership in recent months. The Directors are determined to support the agency and Executive Director with a focus on policy development and guidance, while allowing the Executive Director and staff to implement Board policies and recommendations. The new Executive Director will find an environment that will allow him/her to be proactive, bringing forth new ideas and Best Practices methodologies to the Board and all constituencies which will contribute to the continued success of this agency.
- **Community Relations and Partnerships** - CMHA's

success is dependent on its ability to build trust in its support of the communities served. There is concern in some areas that the expansion of the housing options to suburban communities will affect quality of life issues in these areas. The next Executive Director will be expected to build a collaborative and trusting relationship with the residents organization, JRAB, the Jurisdictional –wide Resident Advisory Board, one that's needed for all constituencies to move forward in a positive fashion. Current residents, current and past non-profit community partners are also concerned about the agency's commitment to the same issues in the housing properties. The next Executive Director is expected to address these challenges by creating an atmosphere of open dialog and consensus-building with elected officials, city and county leaders and community groups as part of the effort to address and correct problems that have occurred in the past. The community trust must be built with on-going dialog and follow-through on the housing options and needs. The emphasis for CMHA is to manage and maintain high quality and safe housing throughout their offerings. All residents and citizens need assurances that the agency will work with residents, community leaders, government leaders, non-profits to ensure that actionable steps are taken that will result in better service and higher quality neighborhoods. Achieving these goals will be even more challenging with the increasing affordable housing demand and by a higher number of persons recovering from the recession. The new Executive Director will be expected to pursue new development and redevelopment opportunities with private and public partners for affordable housing.

Candidate Profile

The next Executive Director will be a decisive, dynamic executive and housing leader as well as a strong communicator and coalition builder. The successful candidate will display a professional demeanor with excellent verbal and written communication skills, and be comfortable in initiating dialog with all segments of the community. He/she will be an effective team builder with a strong commitment to internal and external customer service. The Executive Director will be skilled at identifying and encouraging the talents of subordinate staff and committed to designing and implementing a professional development and succession planning program. A reputation of personal integrity and the ability to deal openly with issues while being subject to intense public scrutiny will require a person of substantial patience with an impeccable background.

The preferred candidate will create constructive dialog with the diverse and sometimes competing constituencies. He/she will demonstrate superior business and political acumen regarding housing management, board and community relations. The successful candidate must have a high level of expertise in budget management demonstrating excellent financial acumen in all professional dealings. The Executive

Director will place an emphasis on clearly communicating the fiduciary responsibilities and policy oversight role with the Board. This leader must emphasize the provision of excellent customer service to the tenants, residents and potential receivers of service. He/she must have a record of improving the provision of services through thoughtful process improvements with an emphasis on accountability and sustainability of the proposed changes. The person in this role must be confident without showing arrogance with the ability to diffuse difficult situations with diplomacy and respect. The Executive Director will face a tremendous amount of media attention and must be able to handle media relations and the ability to manage in the public nature of this role.



Education and Experience

The Executive Director must possess a Bachelor's degree in Urban Planning, Management or other relevant degree from an accredited college or university. He/she must have a minimum of 15 years experience in public or affordable/assisted housing with several years at a senior managerial and/or director level position. The Board will consider individuals with relevant executive experience managing a HUD agency with comparable budget and staffing



responsibilities. Candidates are expected to possess a Public Housing Management Certificate, Certificate in Public Management or the ability to obtain such within the first year of hire. The successful candidate will demonstrate achievement in agency management, property acquisition, development, redevelopment with in-depth knowledge of HUD regulations and sound financial management experience. The ideal candidate will have knowledge and experience in the Moving to Work (MTW) Program as either a MTW Participating Site, implementing optional MTW initiatives or other self-sufficiency programs. Successful relations with tenants associations and community partners are expected and will be viewed highly favorably.

Compensation and Benefits

The starting salary and benefits are highly competitive and negotiable, depending upon the experience and qualifications of the successful candidate, with an anticipated starting range of \$180,000 to \$230,000. **CMHA** offers competitive benefits with bonus potential for this opportunity. The **CMHA Board** will negotiate employment agreement and relocation assistance with the successful candidate.

Application & Selection Process

Qualified candidates please submit your resumé online by visiting our website at www.watersconsulting.com/recruitment

This position is open until filled; however, it is requested that candidates submit their applications by February 3, 2012. Following the first review date, resúms will be screened against criteria outlined in this brochure and the Board of CMHA will consider offering interviews to selected candidates. Final interviews in Cincinnati will be offered by the CMHA Board to those candidates named as finalists, with reference checks, background checks and academic verifications conducted after receiving candidates' permission. The final interview process will be held in March, 2012. For more information please contact Andrea Sims at 216.695.4776 or by visiting our website at www.watersconsulting.com.

The Cincinnati Metropolitan Housing Authority is an Equal Opportunity Employer and values diversity at all levels of its workforce!

For more information on CMHA, view their website at www.cintimha.com

Under Public Information statutes, information from your resumé may be subject to public disclosure.



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