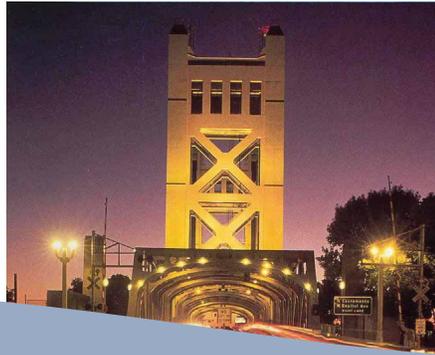




# Sacramento Housing and Redevelopment Agency

Assistant Director, Public Housing



# The City & County of Sacramento & Community

Sacramento – California’s capital city, historic center of the Gold Rush and the center of state government. This vibrant metropolis is also known by a number of different nicknames including “City of Trees” due to the countless miles of tree-lined streets and wooded parks in the region.

Sacramento is conveniently located between the Pacific Ocean (San Francisco) to the west and the Sierra Nevada Mountains (Lake Tahoe) to the east. The metropolitan area consisting of Sacramento and parts of Yolo, Placer, El Dorado, Sutter and Yuba Counties has a population of approximately 2.1 million. Sacramento County has a population exceeding 1.5 million. With a population of approximately 491,000, Sacramento is the sixth largest city in California.

Many factors contribute to the economic success of the region including some of the most affordable housing prices of major cities in the state. Many new residents have relocated from the San Francisco Bay Area and Southern California to take advantage of Sacramento’s employment opportunities, moderate housing prices, reasonable cost of living, competitive salaries, and excellent quality of life. Sacramento is also proud of its cultural diversity. In fact, Time Magazine declared Sacramento to be the most integrated city in the country.

The Sacramento region offers amenities that are attractive to those with an active lifestyle. Hiking, biking, golfing, snow-skiing, kayaking, water-skiing, boating, wine-tasting, and other sports and recreational opportunities abound. Educational opportunities are plentiful with the Sacramento region being home to California State University-Sacramento, University of California Davis, University of San Francisco, Sacramento City College, American River College, McGeorge School of Law and other community and four-year college programs.

In addition, Sacramento boasts the NBA’s Sacramento Kings, the 2003, 2004, 2007 and 2008 Pacific Coast League champion Sacramento River Cats baseball team, the annual world-class Sacramento Music Festival (formerly Sacramento Jazz Festival), and many other recreational, entertainment and cultural activities. Each December, Sacramento attracts some of the world’s top long-distance runners to the California International Marathon.

Historic Old Sacramento, the State Railroad Museum, Crocker Art Museum, Governor’s Mansion, Sacramento Zoo, Sutter’s Fort, American River Parkway, Music Circus, Sacramento Convention Center, California State History Museum and State Capitol Building are other attractions located in the immediate area. Sacramento also hosts the California State Fair each summer which attracts more than a half million visitors annually. The newly opened, \$500 million plus Golden One Center is a state of the arts sports and entertainment center located in downtown Sacramento and can accommodate up to 19,000 concert and sports enthusiasts.

## The Sacramento Housing & Redevelopment Agency

Sacramento Housing and Redevelopment Agency (SHRA) is a Joint Powers Authority created as a public Agency by the City and County of Sacramento in 1981. SHRA is the lead public Agency and public developer for the City and the County regarding affordable housing, public housing and redevelopment projects and issues. SHRA has a current FY 2016 budget of

about \$179.6 million and an overall staff of approximately 225 employees. The approved FY 2017 budget is \$190.5 million with a staff of about 230.

Unique in its structure and authority as a JPA, the Agency is one of the largest of its kind in the state and receives more federal funding for community development than any other entity in Northern and Central California.

SHRA departments and offices include Executive, Housing Authority, Development, Finance, Legal, Information Technology, Human Resources, Real Estate and Construction Services, and Public Information.

SHRA’s Governing Boards consist of the City Council of the City of Sacramento, the Board of Supervisors of the County of Sacramento, the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, and the Sacramento Housing and Redevelopment Commission which serves in an advisory capacity on SHRA projects, programs and activities.

SHRA Mission is to:

- *Revitalize communities, provide affordable housing opportunities, and to serve as the Housing Authority for the City and County of Sacramento.*

SHRA Vision for Sacramento is a region:

- *Where all neighborhoods are excellent places to live, work and do business*
- *Where all people have access to decent, safe affordable housing*
- *Where everyone can obtain a job and attain financial self-sufficiency*

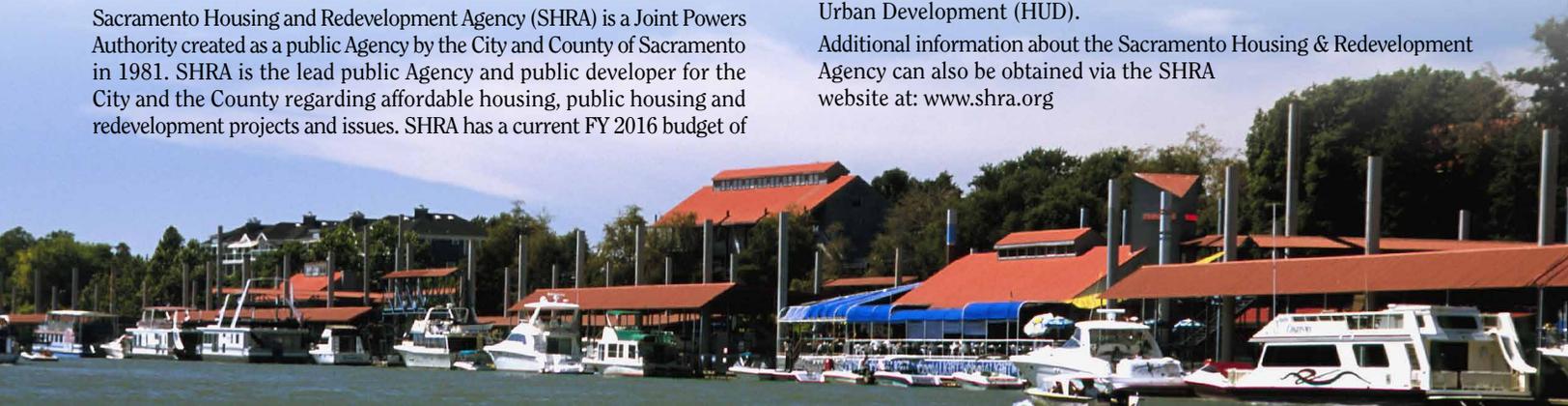
The primary goals supporting this vision are:

- Develop, preserve, and finance a continuum of affordable housing opportunities for Sacramento City and County residents
- Provide and maintain Agency-owned housing and tenant-based rental assistance programs in the City and County of Sacramento
- Revitalize lower-income neighborhoods to create healthy and sustainable communities
- Promote economic development through strategic infrastructure and public facility improvements

SHRA is also the recipient of numerous awards and honors, a few of which include: An Award of Excellence from the California Redevelopment Association (CRA) for its successful redevelopment project, the Boulevard Court Apartments; the Certificate of Excellence in Financial Reporting (23 years in a row) from the Government Finance Officers Association of the United States and Canada (GFOA); and the Meritorious Budget Award for Excellence in Financial Reporting (multiple years) from the California Society of Municipal Finance Officers.

Other awards and honors include: a 2013 Housing America Award from the National Association of Redevelopment and Housing Officials (NAHRO) for the Kelsey Village Affordable Housing Community; a 2014 Veterans Assistance Supportive Housing Program of the Year Award from the U.S. Department of Housing and Urban Development (HUD) for its outstanding collaboration with the Veterans Administration; a 2015 Program of the Year Award in the Large Housing Authority division for the Housing Choice Voucher (HCV) Program and the High Performer Designation for the third consecutive year for the HCV and Public Housing programs from the U.S. Department of Housing and Urban Development (HUD).

Additional information about the Sacramento Housing & Redevelopment Agency can also be obtained via the SHRA website at: [www.shra.org](http://www.shra.org)





## The Position

SHRA/Housing Authorities own and/or manage approximately 3,215 housing units within the City and County of Sacramento. Of these, 2,713 of the units were developed under the federal public housing program administered by the Department of Housing and Urban Development (HUD) and are located throughout the Sacramento region with 1,700 units in the City and 1,013 units in the County. Approximately 1,000 of these units are designated as elderly and/or disabled only with the remaining units available to families. Program revenues are generated from tenant rent collections and operating subsidies provided by HUD. The amount of rent paid by tenants is based on 30% of gross family income minus certain other adjustments. In addition to the public housing units, SHRA manages another 498 units of non-public housing.

The Assistant Director, Sacramento Housing and Redevelopment Agency, reports to the Executive Director of SHRA and is responsible for providing leadership and direction in the management of public and subsidized housing in the Sacramento, CA region through planning, direct service and quality assurance. He/she is also a designated member of the Leadership team for SHRA responsible for unifying the agency to work as “one Agency” in support of its mission.

The Assistant Director manages the staff and managers in the Public Housing Division and the leadership of its major functions. Public Housing has a 2017 adopted budget of approximately \$21,249,567 and staffing for 2017 is about 88 FTE's.

The Management team reporting directly to the Assistant Director, Public Housing includes three Regional Managers.

In general, the Assistant Director is responsible (under general direction of the SHRA Executive Director) for planning, directing, organizing and controlling the activities of Public Housing. Typical duties and responsibilities of the position include:

- Provides overall direction to achieve and accomplish SHRA policies and directives.
- Exercises responsibility for the establishment and maintenance of Public Housing services in an efficient and effective manner.
- Maintain an awareness of strategic issues and trends in public housing and related activities, and serve as a resource to the Leadership Team in this area.

As a member of SHRA Leadership Team, the Assistant Director, Public Housing shares leadership responsibility to establish agency-wide objectives and directives and guide their implementation through programs and practices which reflect the Agency's Vision, strategic plan, and internal culture objectives. Each team member is responsible for maintaining a “one agency” perspective as they

- Establish organization-wide goals and cross department projects and objectives.
- Actively participate in the development and oversight of long range, strategic and budget planning processes.
- Anticipate and address public image, budget management, liability or other issues that may impact the financial, organizational, political and/or creative stability of the agency.
- Seek out and analyze information, issues and challenges in order to assure maximum community investment.

- Model the agency's customer service orientation with all public, elected or funding agency representatives and Agency staff.
- Model, and coach others to conduct business through cross department participation/teams and review, to utilize two-way communication and to foster accountability.
- Prepare, administer and monitor the department budget within approved appropriation levels.
- Comply with authority granted to SHRA, funding regulations and pertinent laws.
- Demonstrate commitment to constant improvement, monitoring work flow to assure maximum productivity, making sound decisions on resource allocations.
- Identify, implement and evaluate best practices to maximize project and service delivery.
- On an ongoing basis review procedures and approaches.

More specific Departmental/Division responsibilities for Public Housing include the following:

- Establish and maintain a customer service oriented approach to provide assistance to those who apply for or reside in public housing. Develop a plan for monitoring staff's implementation of this approach in carrying out their duties, attempting to meet requests and make reasonable accommodations whenever possible.
- Develop and oversee policies and procedures which provide for the physical maintenance of agency owned housing including repair, upkeep and ground care.
- Develop in-house support and linkages to other services to improve the tenant population's economic situation. Provide linkages supporting tenants access to services of other public agencies.
- Develop and oversee implementation of a subsidized housing strategy that reaches out to possible tenants and landlords and assists them in utilizing the service or overcoming questions and obstacles which might alter them from pursuing subsidized housing.
- Develop and oversee the implementation of operating guidelines which document the verification of qualifying factors, financial transactions, transmission of rights and authorities to tenants and landlords, rental agreements and other required paperwork.
- Link with Directors, Program Managers, and responsible staff on issues which cross the services of more than one department or where the population served is receiving services from more than one department.
- Monitor compliance with all laws and regulations governing the direct services and funding resources supporting public and subsidized housing.
- Serve as a liaison to government officials, community groups, and other agencies and organizations where public and subsidized housing is located.
- Respond to requests and questions of developers considering or participating in development projects.
- Work closely with the Development department to address the re-positioning of assets.

## Issues, Challenges, and Opportunities

- Continue leveraging grants to provide more services to residents.
- Increasing opportunities to manage different types of housing (tax credit, etc.) and expand skills and experience.
- Disposing of some single family homes to focus on multifamily housing that can be more efficiently managed.
- Working to increase energy efficiency at SHRA properties.
- Expanding funding sources to improve SHRA housing.
- Looking to expand accessible housing in the SHRA inventory.
- Consider and plan for future homeless programs to be integrated into SHRA services.

## The Candidate

### Education and Experience

Any combination of education, training and experience that provides the required knowledge, skills and abilities is qualifying.

- Possession of a four-year college or university undergraduate degree with major course work in public administration, business administration, urban planning or a closely related field(s) is preferred. An advanced degree in in the above or related fields is also a plus.
- A minimum of 7-10 years of increasingly responsible administrative and managerial experience in a public or private agency involving strong administrative/executive level management is required. Public housing experience is critical.

### Knowledge, Skills and Abilities

The successful candidate should have strong leadership, team building, communication, people, and interpersonal skills as well as solid presentation and organizational abilities. This person should also have knowledge/skills in:

- The principles and practices of public administration, budgeting, personnel administration, and organization and management.
- A hands-on understanding of public housing and development.
- City, County, State and Federal laws and regulations relating to housing policy.

In addition, he/she should be able to:

- Establish, prioritize, and maintain effective, productive and respectful working relationships with a wide variety of people, including members of the public, staff and colleagues, SHRA Governing Boards/Commission, Residents Board, Residents and Community.
- Communicate effectively both orally and in writing.
- Model supervisory strategies and approaches which demonstrate the objectives of the agency culture in all aspects of staff communication and supervision.
- Model these skills when supervising directly or coaching program managers, and area coordinators responsible staff, and others who have been delegated supervisory responsibility.
- Analyze problems and situations and take appropriate actions.
- Serve as an effective representative of SHRA.

### Management Style and Personal Traits

The successful candidate should be someone who enjoys a challenge, is results oriented and is a strong yet inclusive leader who is also visible and credible with staff and the community. She/he should also be politically astute, approachable, and confident, as well as be able to effectively motivate and lead others and engage in a collaborative, team-spirited work environment and contribute to the SHRA mission and overall success.

He/she must be a manager who is an honest and direct communicator who provides complete and timely information to the SHRA Executive

Director, and appropriate others including on-going updates. This person should be a good strategic planner and thinker who is people friendly, communicates well verbally and in written form, and is comfortable providing professional advice when needed. This individual should also have a strong customer service orientation, be approachable, and be able to relate well with residents and with all levels of staff and community.

The selected individual must also have a high degree of integrity, be a good listener and facilitator, subscribe to the principles of good public government which is transparent, innovative and champions good ideas. He/she should also be a strong decision maker and team builder, and able to determine a viable solution to big picture issues by considering all factors, which may include budget, people, resources, constraints, regulations, laws, environment and political.

Finally, the person selected should truly enjoy the complexities of public housing and a diverse engaged citizenry and governing boards. She/he should be able to identify, balance and choose appropriate courses of action from a variety of possibilities when faced with important decisions, and should be comfortable working independently but also able to work collaboratively to achieve overall objectives. The selected individual must also be an advocate of quality service and accountability, provide good follow-through, build strong relationships/partnerships and be able to approach challenges and situations with professionalism, confidence, flexibility, energy and a positive outlook.

## Compensation

The current salary range for this position is \$96,801 to \$150,170, with hiring dependent upon experience and qualifications. SHRA offers an excellent competitive benefits package including health coverage (medical, dental and vision and also a portion of dependent coverage), holiday (12 regular and 2 floating days), vacation ( 2 weeks per year plus increasing accruals and vacation cash out of 80 hours per year), sick leave (12 days per year), supplemental leave (80 hours per year), a supplemental allowance (5% of salary), , Public Employees Retirement System (PERS 2% @ 55 for classic members or 2% @ 62 for new members as defined under PEPRA) coordinated with Social Security, vehicle allowance and transit reimbursement, a \$50,000 Life Insurance policy, and supplemental life insurance (to a max of \$250,000), tuition reimbursement (\$2,000 per year), etc. Details are available upon request.

More information can be obtained by calling or contacting the telephone, fax and/or e-mail numbers noted below.

## How to Apply

If you are interested in this outstanding opportunity, please submit a detailed resume as soon as possible to:

Robert Neher, Jr., President or  
Rahn Sibley, Vice President

### Neher & Associates

3790 Millerton Place, Suite 100  
West Sacramento, CA 95605

Telephone: (916) 443-2421

Facsimile: (916) 443-5949

Applications are preferred electronically at: robertneher@executive-searchneher.com Should you have any questions with regard to your own interest, or a recommendation of a colleague, please contact us at the numbers above. This position will be officially open until filled, however; the search is on a fast track. Leading candidate applications will likely be reviewed with SHRA in late December 2016 and early January 2017. Potential interviews with SHRA may likely be scheduled for mid to late January 2017.

***The Sacramento Housing and Redevelopment Agency is an Equal Opportunity Employer.***