

**Position Announcement
Executive Director
Brookline Housing Authority**

Brookline Housing Authority, a progressive housing authority exploring new and creative ways to preserve and create affordable housing, is seeking a highly qualified entrepreneurial Executive Director. This is a desirable opportunity for a highly motivated person with strong skills and experience to lead a well-established, dynamic organization in an exciting community neighboring Boston, MA. Please see www.brooklinehousing.org.

The Organization and its Programs

In its recent Strategic Plan, the BHA identified redevelopment of its properties as its top priority. Over the next five-plus years, the BHA will be engaged in approximately a \$300 million redevelopment effort to revitalize its federal public housing. Using the HUD RAD program, this effort will involve converting half of the agency's portfolio from public housing to project-based Section 8 utilizing Low Income Housing Tax Credits and tax-exempt bond financing. The first redevelopment is under way and another will start construction this year. The change in subsidy programs requires extensive retraining of existing staff as well as hiring new staff. Over the past two years, the Authority created the new positions of Director of Redevelopment and Director of Asset Management. It also retained the affordable housing firm Beacon Communities to provide staff training and consulting on Tax Credit compliance.

In collaboration with partner organizations, the BHA provides an unprecedented array of self-sufficiency-based service programs for its residents. The numbers of programs and residents served more than doubled over the past five years. Programs include ESL and computer literacy classes; career development; mental health counseling; on-site food pantries; free tax preparation; hot meals, exercise classes, and service coordination for seniors; and a transitional housing program for formerly homeless.

The BHA was created under state law in 1948 as an independent public agency. It is a high-performing, well-capitalized, mid-size Public Housing Authority. Nearly half of affordable housing in Brookline is owned by the BHA. Residents of the BHA account for a large proportion of the diversity in the Town's population. The Authority operates state and federal Public Housing and Tax Credit properties that serve families, seniors, and people with disabilities totaling 950+ apartments at twelve locations. The annual operating budget exceeds \$20 million. The BHA also administers more than 1,000 Section 8 vouchers. The Town of Brookline generously supports the BHA with CDBG funds, a favorable PILOT tax agreement, and capital funds for redevelopment.

A five-member Board of Commissioners oversees the BHA and approves contracts, budgets, submissions to regulatory agencies, and policy decisions. Four Commissioners are elected by Town voters and the fifth is appointed by the Governor. One Commissioner is a BHA resident. The Commissioners all are community leaders and are knowledgeable about affordable housing.

Key Executive Director Responsibilities

The ED reports to the Board and works closely with the Board Chair. There are 35 staff members in eight BHA departments – Finance, Property Management, Sec. 8, Admissions, Modernization, Maintenance, Resident Services, and Redevelopment. All department heads have more than ten years' experience in their field and report directly to the ED. Responsibilities include:

- **Leadership and External Relations:** Together with the Board, articulate the BHA's mission. Periodically renew the strategic plan. Maintain and increase financial resources from a range of sources. Create and sustain partnerships with other organizations. Respond to and take advantage of changes in applicable laws and regulations. Represent

the BHA with funders, regulators, and community groups. Guide the redevelopment strategy with a focus on generating capital and additional housing units from the existing properties and land values. Recruit and develop talented senior staff. Negotiate union contract renewals and maintain positive relations with the BHA's two unions.

- **Internal Management:** Establish measurable goals for the organization and for each department based on the strategic plan, and report progress to the Board and other stakeholders. Oversee, evaluate, support, and hold accountable the senior staff. Maintain up-to-date personnel policies. Achieve a high level of compliance with applicable regulations including procurement of goods and services per state regulations. Focus on excellence in the core areas of vacancy turnover, rapid completion of work orders, and timely, accurate resident income certifications. Oversee key service providers including attorneys and accountants.
- **Financial Oversight:** Steward and increase financial reserves in order to support the BHA's mission. Prepare and monitor operating budgets with attention to generating positive cash flow. Oversee redevelopment capital budgets with attention to earning full developer fees. Emphasize control of costs at all levels. Ensure thorough execution of fiscal policies with transparency and integrity. Deliver clean annual financial audits.
- **Organizational Change:** Strengthen the BHA's capacity to succeed as an owner of Tax Credit and Sec. 8 properties and effectively manage the entailed risks and opportunities. Promote staff leadership and development. Arrange regular staff trainings and perpetuate the culture of ongoing learning. Fill key staff positions on retirement of incumbents with high capacity performers. Leverage technologies such as electronic document management to make work processes more efficient. Enlist allies and supporters of the BHA from the Town of Brookline's resourceful residents. Identify new sources of revenue such as leasing the BHA's rooftops to telecommunications firms.

Key Experience

- In-depth transactional experience in affordable housing, particularly with the Tax Credit and Sec. 8 programs.
- Knowledgeable in public housing and the federal RAD program for preserving public housing.
- Real estate development knowledge and experience.
- Proven success in managing and leading medium to large organizations in similar fields.

Qualifications

- Considerable knowledge of local, state, and federal governmental procedures and regulations as they relate to housing development, construction and the management of local housing authority operations.
- Commitment to maintaining strong resident services and fostering resident engagement. Experience working with people of various socio-economic backgrounds.
- Strong capability in financial management, quantitative analysis, and Excel and substantial background in the implementation of management controls and systems.
- At least three years supervisory experience of a staff of ten or more and ability to motivate, evaluate, and coordinate a broad range of staff members.
- Experience collaborating with a board of commissioners or directors.
- Ability to navigate strategic relationships with multiple external partners.
- Strong team orientation and evidence of collaborative work style with great respect for diversity.
- Exceptional oral, written, and interpersonal communications skills to effectively communicate with external partners including regulators, funders, and residents.
- A least eight years of experience in housing management, community development, public administration, or a closely related field. Working knowledge of fiscal management, property management/maintenance systems, resident services, risk management, personnel and administrative management systems in public or private housing, legal procedures and overseeing consultants, attorneys, and accountants.

- Bachelor's Degree in business administration, public administration, or related field and minimum of ten years of executive management experience of organizations/programs with annual budgets in excess of \$5 million. Master's Degree preferred. Bachelor's degree may substitute for up to two years of experience.
- Professional certification(s) in public housing management and/or closely related fields from nationally recognized housing or real estate organizations, the Department of Housing and Urban Development (HUD) and/or the Massachusetts Department of Housing and Community Development.
- Ability to be bonded.

Required Work Hours: 37.5 hours per week during normal business hours (Monday-Friday, 8 a.m. to 6 p.m.).

How to Apply

To apply in confidence, please submit cover letter and resume to Susan Barry, Egmont Associates, sbarry@egmontassociates.com.

The Brookline Housing Authority offers a competitive benefits package including state Group Insurance Commission health insurance and a defined-benefit, public sector pension plan.

The Brookline Housing Authority is an Equal Opportunity/Affirmative Action employer. Females, LGBTQ individuals, minorities, veterans, Section 3 qualifying individuals, and persons with disabilities are strongly encouraged to apply. Americans with Disability Act (ADA) compliant.