



DIRECTOR OF HOUSING

THE COMMUNITY

The City of Alexandria is located in northern Virginia and is bordered by the District of Columbia (Potomac River), Arlington and Fairfax counties. With a population of approximately 150,000 and a land area of 15.75 square miles, Alexandria is the seventh largest city in the Commonwealth of Virginia. Alexandria is a unique and historic place that is experiencing substantial urban redevelopment pressures and opportunities as a result of a high market demand for urban living in a quality environment. Although the City is part of a larger metropolitan area that includes the Nation's Capital, it has retained its historic character. About one-quarter of the City's 15 square miles has been designated as a national or local historic district. Thousands of buildings in these districts are monuments to the past, while being actively used by citizens for homes, businesses and museums.

The City is racially and ethnically diverse; approximately one-quarter of the City's residents are foreign born. Students at the City's single public high school come from 88 different countries, and speak 69 different languages. Overall, African-Americans comprise approximately 22 percent of the residential population, Latinos constitute over 16 percent, and Asians constitute almost 6 percent.

continued, pg. 2

THE CITY OF ALEXANDRIA SEEKS A HIGHLY SKILLED HOUSING PROFESSIONAL WHO IS AN OUTSTANDING LEADER AND COLLABORATOR

POSITION PROFILE

The Director of the Office of Housing provides the overall leadership and strategic direction for the City's housing affordability and landlord-tenant programs and policies.

Reporting to a Deputy City Manager, the Director directs the development, administration, and coordination of citywide housing policies and programs, and the undertaking of initiatives to secure private sector housing availability in the City for households with a range of income levels. The Department is comprised of 16 highly knowledgeable staff persons, many of whom hold Masters degrees. The department administers a loan portfolio of more than \$95 million. The Office of Housing has a FY2016 budget of \$10.3 million with \$7.4 million of that allocated to multi-family housing development and preservation projects usually undertaken by non-profit housing organizations. Most of the funds are loaned on a low-interest residual receipts basis to non-profits in order to leverage first trust lending sources and/or federal Low Income Housing Tax Credits (LIHTC). The sources of



these loan funds are federal CDBG and HOME funds, developer contributions, and City General Fund monies.

The Director of the Office of Housing operates with considerable independence while operating within the City's adopted Housing Master Plan and bonus density provisions of the Zoning Ordinance, the Voluntary Developer Housing Contribution Formula; the City's HUD-approved Five Year Consolidated Plan (and Annual Action Plans) for Housing and Community Development; as well as

continued, pg. 2

QUESTIONS?

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THE COMMUNITY, Cont'd.

Alexandria has one of the highest per capita incomes, and one of the highest higher education attainment levels in the United States.

Alexandria was founded almost 50 years before the District of Columbia. The City's Old and Historic District (which is the third oldest historic preservation district in the U.S.) and Parker Gray Historic District are preserved with oversight by architectural review boards, which regulate proposed exterior building changes. Historic landmarks include Robert E. Lee's boyhood home; Christ Church, where famous Virginians worshiped; and Gadsby's Tavern, a favorite meeting place of Lafayette and President Washington. In addition to its historic sites, Alexandria includes a variety of attractions. One of the metropolitan area's largest concentrations of international restaurants can be found in Old Town. The Torpedo Factory Art Center, located on the City's waterfront, provides an opportunity for the public to meet more than 200 professional artists. The City's Farmers Market, at 261 years old, is the nation's oldest farmers market that has been meeting continuously at the same site, Market Square. The City's Del Ray/Rosemont areas offer beautiful tree-lined streets, eclectic shops, and various annual community events. The City's West End is filled with vibrant neighborhoods and will be the site of a new Landmark Center, which will serve as a major residential, shopping, and dining attraction in the area.

Alexandria is home to over 12,000 thriving businesses and organizations, which includes a large representation of technology companies, the fourth-largest concentration of professional and trade associations in the country, the United States Patent and Trademark Office (PTO), and a tourism industry that hosts nearly 3.3 million visitors and brings in over \$700 million in visitor spending each year. A new headquarters for the National Science Foundation and its 2,100 employees is currently under construction in Alexandria.

POSITION PROFILE, Con't.

applicable requirements of the federal Community Development Block Grant (CDBG), Home Investment Partnerships (HOME) and other relevant federal and state programs. The Director promotes the availability of affordable rental and home ownership housing to tenants of all income levels and monitors fair and equitable relations between landlords and tenants. The Director guides the department's efforts to achieve outcomes defined in its performance measures.

The Office of Housing is one of many agencies that must work together to develop unified recommendations from various City departments in relation to development cases. There are many inter-departmental teams within the City government on which the Office of Housing staff participate, as collaboration and inter-disciplinary teamwork are the expected norm. The complexity of the work is reflected in the need for planning, directing and integrating a broad range of housing and community development functions, programs and services. The work requires consideration of economic, societal, land use and community impacts and issues and development of solutions that accommodate conflicting objectives from a variety of organizations, groups and individuals.

The ideal candidate must have an unblemished record of ethical and professional conduct that can withstand intense public scrutiny. As affordable housing development and preservation issues are often high profile issues for the City government, in part due to a highly engaged citizenry who are interested in land use and development issues, the Housing Director must be able to handle criticism and respond effectively to community concerns. He/she should have a clear and open communication style, excellent listening skills, and the ability to negotiate in the public

interest to secure appropriate affordable housing in an environment with many competing stakeholders.

The Director is expected to develop excellent working relationships with: (1) the City's Housing Affordability Advisory Committee, for whom the Director serves as its staff lead and non-voting member, and to whom she/he directly makes recommendations in regard to affordable housing plans in development cases, as well as funding support for affordable housing projects, (2) the Alexandria Redevelopment and Housing Authority (ARHA), a non-City governmental agency that owns and operates over 1,100 public and publicly assisted housing units and administers over 2,000 Housing Choice Vouchers, and is the other primary entity responsible for affordable housing in Alexandria, (3) the land use planning staff, which considers the affordable housing component in conjunction with other, sometimes competing, components of development projects, (4) the City's Landlord-Tenant Relations Board, which considers grievances of landlords and tenants, and acts in an advisory capacity to the City Council on public policies affecting landlords and tenants, (5) various nonprofit housing development organizations, as well as (6) the various citizen and business community members who serve on issue-specific and neighborhood-specific advisory boards where affordable housing is a factor, as well as (7) the members of the community at large.

The Director of Housing will be expected to practice an open, flexible, and adaptive style of management, and to work collaboratively with peers as well as the Department's employees to foster a work environment that motivate individuals to excel and to produce results consistent of that of a high performance organization. This person must be a mentor and a developer of subordinates, sharing information as appropriate, and managing through others in order to accomplish the Department's and the City's objectives. He/she must be sensitive to continuing

to grow the diversity of the Department and its management/administrative ranks. The new Director must be able to build strong working relationships within and across departments, with the City's Management team, the Mayor and Council, the citizens, and the development community, including the non-profit affordable housing development community. In particular, the new Director will be expected to foster an open, communicative relationship. The Director will also be expected to build strong working relationships outside of the City, with such entities as the Virginia Housing Development Authority, the Virginia Department of Housing and Community Development, and the local field office of the U. S. Department of Housing and Urban Development.



HIGH-PRIORITY ISSUES

The following is representative of the challenges and opportunities the new Director of the Office of Housing will face in the first 18 months on the job:

- Successful progress toward the Council-established goal of 2,000 new or preserved affordable housing units of various types by the end of FY 2020. This includes completion of the 78 unit Jackson Crossing project currently under construction by AHC, Inc., completion of the approved rehabilitation of the 28 unit Lynhaven Apartments by Wesley Housing, Inc., and successful development of the 93 unit St. James Plaza, the affordable building in the Fillmore development adjacent to the Beauregard area. This work will include the negotiation of the details of each project's transactions through the City lending process.
- Successful implementation of the recently-initiated process of establishing prioritized waiting lists as prescribed in the Tenant Assistance and Relocation Policy for the Beauregard Small Area Plan, which involves the redevelopment of approximately 2,400 units and the creation of 800 committed affordable units over the next 30 years.
- Successful management of the process of assigning up to 251 displaced tenants from the first phase of redevelopment of the Hillwood and Stoneridge Apartments (which are currently expected to be the first properties to undergo redevelopment) to committed units. This effort also involves coordination with the developer's team to monitor the provision of comparable units as well as the dissemination of information on other suitable housing options in the City.
- Successful development and implementation of a number of

tools in the City's approved Housing Master Plan, in accordance with schedules established by the Department and, where applicable, the Interdepartmental Work Plan.

- Successful collaboration with the Department of Planning and Zoning and other departments, as applicable, to provide input on the redevelopment proposals for six ARHA-owned sites. ARHA is currently in the process of selecting private development partners for five of the sites and pursuing redevelopment of the sixth site on its own. The projects will be going through the City's land use development review process with full public participation.

CANDIDATE PROFILE

The ideal candidate will be an experienced housing professional and administrator with outstanding strategic thinking, interpersonal, organization, negotiation, housing project finance, and leadership skills. She/he must possess a thorough understanding of the best practices in housing policy development and implementation. It is desired that the selected person have knowledge and/or experience in urban planning, land use principles. The selected candidate should have a proven track record of hands on negotiating of complex structured multi-family housing transactions, including experience with LIHTC financing.

The Director must be collaborative with the community, other departments and developers when decisions are being formulated and conflict is being addressed, but be committed to making difficult decisions, including situations when community consensus is not achievable. The selected candidate will need to be skilled in delegating responsibility and in managing through others, in that the sheer volume of issues and development cases processed mandates that management practice.

CANDIDATE PROFILE, Cont'd.

He/she will need to be a clear communicator and able to grasp and articulate to different audiences the issues and thinking and community benefits behind proposed plans recommendations. The person hired for this position will need to be a public advocate for housing affordability. The successful candidate will need to be committed to a non-traditional work schedule, largely to accommodate frequent evening meetings.

EDUCATION AND EXPERIENCE

Qualified candidates will have a Bachelor's Degree in public administration, business administration, urban planning, or a related field; five years of experience in housing policy at a level equivalent to a division chief; and at least three years of supervisory experience. Candidates possessing a Master's degree in one of the aforementioned academic disciplines will be viewed favorably. It is desired that the selected candidate have extensive experience in urban housing policy similar to Alexandria; and in proactive civic engagement. The selected candidate should also have a proven track record of successful implementation of best practices in housing and related fields, as well as the negotiating, structuring and implementation of complex multi-family housing finance transactions. Extensive knowledge and experience with utilization of LIHTC funding, local, state and federal program funding essential to multi-family housing, community development and landlord-tenant activities; CDBG and HOME program experience is desirable. The individual backgrounds of candidates will be reviewed and the combination of experience, education and training may be considered.

COMPENSATION & BENEFITS

The salary range for this position is **\$100,749.64 – \$178,479.77**, depending on qualifications of the successful candidate. The City of Alexandria has a highly competitive executive benefits package which includes: annual leave, holidays, and sick leave; a defined benefit retirement plan; health insurance, dental plan, life insurance, and long-term disability insurance; optional deferred compensation retirement plan; credit union membership; employee discount programs, optional sick leave bank; and an employee assistance program.

ORGANIZATION

Alexandria has had a strong tradition of self-government since its founding in 1749.

It is an independent city (Virginia cities have no county affiliation) and derives its governing authority from a Charter granted by the Virginia General Assembly. Virginia is a Dillon Rule state, which means that local governments have only the authority expressly granted to them by the Virginia Constitution or by the Virginia General Assembly in the City Charter or in general law.

The City adopted the Council-Manager form of government in 1922. The governing body of the City is the City Council, which formulates policies for the administration of the City. The City Council is composed of a Mayor and six Council Members elected at-large, on a partisan basis, for a three-year term (not staggered).

The City is an active participant in regional agencies such as the Washington Metropolitan Council of Governments, the Washington Metropolitan Area Transit Authority, the Northern Virginia Transportation Commission, the Northern Virginia Transportation Authority, the Northern Virginia Regional Commission and

the Northern Virginia Regional Park Authority.

The City provides a comprehensive range of municipal services and its budget provides for approximately 2,400 full-time employees, excluding school employees. The City of Alexandria's Fiscal Year (FY) 2016 approved All Funds Operating Budget is \$816.3 million. The FY2016-FY2025 approved Capital Improvement Program (CIP) is \$1.6 billion.



APPLICATION & SELECTION PROCESS

Interested and qualified candidates, please submit your resume online at <http://alexandriava.gov/jobs>.

This position is open until filled; however, interested applicants are strongly encouraged to apply not later than July 17, 2015. Following this date, applications will be screened against criteria outlined in this brochure. On-site interviews in the City of Alexandria will be offered by the City Manager in **August 2015** to those candidates named as finalists.

For more information, please contact:

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The finalist will be subject to a thorough background check after receiving a conditional offer of employment.