



S. RENÉE NARLOCH  
& ASSOCIATES  
PROFESSIONAL EXECUTIVE RECRUITMENT



THE ALEXANDRIA REDEVELOPMENT  
AND HOUSING AUTHORITY  
INVITES YOUR INTEREST IN THE POSITION OF  
CHIEF EXECUTIVE OFFICER

## 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 16 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 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 16 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. 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 population, Latinos constitute over 16 percent, and Asians constitute almost 6 percent. In 1988, the City amended its Human Rights Ordinance by adding sexual orientation as a protected class and, in 2001, became the first City in Virginia to adopt a living wage ordinance for its employees and service contractors. 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 George 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.

Alexandria is home to over 12,000 thriving businesses and organizations, including a large representation of technology companies, the fourth-largest concentration of trade and professional 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 and will open later this year.

## THE ORGANIZATION

The Alexandria Redevelopment and Housing Authority (ARHA), established on June 27, 1939 by City Ordinance, is a leader in the provision, preservation, and expansion of high quality affordable housing and the empowerment of low and moderate income families through the reorganizing, alteration, reconstruction and/or redevelopment of areas and the implementation of community programs.

ARHA is governed by a nine-member Board of Commissioners (BOC) appointed by the City Council to staggered four-year terms. One Commissioner serves as the representative of the City's Landlord Tenant Relations Board, and one Commissioner serves as the representative of the residents of ARHA's public housing units. The Board is responsible for establishing policies, preserving and expanding resources, and assuring the Authority's continued viability.

The Board hires and appoints the Chief Executive Officer (CEO). The CEO is directly responsible for carrying out the policies established by the Board and is delegated the responsibility for hiring, training and supervising ARHA staff to manage the day-to-day operations to ensure compliance with federal and state laws and directives for the programs managed. The CEO's duties also include budgeting and financial planning for the Authority. The CEO's direct reports currently include a Deputy Executive Director, an Executive Assistant and four top-level staff persons.

ARHA owns and manages 769 units of conventional

public housing, 109 units of project-based (Moderate Rehabilitation) vouchers, 223 units of market-rate housing in multi-family and single family sites, and is allocated 1,926 rental assistance vouchers under the Section 8 Housing Choice Voucher Program. ARHA currently has a \$41 million operating budget and employs approximately 81 personnel. The Authority is currently divided into five functional areas: Asset Management, Development, Housing Choice Voucher Program (HCVP), Facilities & Modernization, and Finance and Administration. The Virginia Housing Development (VHD), LLC is the development and planning arm of ARHA and is responsible for the development of several new and redeveloped affordable housing units through the use of mixed income housing tax credits. The ARHA Construction Enterprise (ACE) is a Limited Liability Partnership fully owned by ARHA, which provides general contracting and construction services.

## THE POSITION

The CEO is charged with establishing a system for ensuring that high-quality service is provided to residents and stakeholders; ensuring the sound fiscal operation of the Authority while promoting services that are produced in a cost-effective manner; and ensuring optimal fulfillment of the Authority's mission and philosophy in response to the needs of the community.

Duties and responsibilities include:

- Makes sound policy, administrative, and management decisions concerning the daily operations of the Authority.
- Determines the feasibility of redeveloping properties to ensure the Authority is achieving its mission and meeting the low-income housing needs of the residents of City of Alexandria.
- Ensures that effective and needed community service programs are provided to residents.
- Supervises staff, providing ongoing assistance to staff to support a positive and productive working environment in which employees are valued and challenged to accomplish their career goals.
- Oversees and submits budgets and observes sound fiscal policies in compliance with HUD regulations to ensure the Authority's sustainability, including identifying federal and non-federal funding sources to augment declining subsidies.
- Serves as Secretary to the Board of Commissioners, informing the Board of the status of activities and projects.
- Keeps the Board apprised of changes or proposed changes in federal, state or local legislation affecting the Authority.
- Works with the Board to develop the Authority's strategic and operational plans.
- Develops organizational structures and plans and implements internal policies, programs, goals, and priorities. Provides the Board with information on evaluations of efficiency and effectiveness



of Authority operations and provides recommendations for improvements.

- Monitors compliance with federal, state, and local laws and regulations.
- Oversees procurement activities and contract negotiations.
- Maintains positive working relationships with the community, residents, stakeholders, and local, state, and federal government officials including the City of Alexandria.
- Accountable for consistent adherence to strong Authority standards regarding the ethical, responsible, and appropriate use, care, and safeguarding of Authority resources and assets.
- Represents the Authority at public meetings, hearings, and conferences, as well as handles public relations opportunities.
- Performs other related duties as assigned by the Board.

The CEO is expected to implement the Authority's strategic plan which includes goals related to affordable housing enhancement, preservation and management improvements, replacement of housing by redevelopment, creating additional affordable housing, securing additional Housing Choice Vouchers, residents' Self-Sufficiency and Quality of Life, Community Economic Development, and Community Relationships.

ARHA has been very successful in its redevelopment efforts over the last several years producing award-winning properties. There are several more significant development projects in the pipeline and redevelopment remains a priority for the Authority. However, the Authority is also looking to improve its public housing management including raising its PHAS score and maintaining its current ranking as a High Performer in the

Housing Choice Voucher program SEMAP indicators. While financially sound, ARHA is looking to improve its viability and sustainability and would like to make necessary improvements to advance its status, which includes the possibility of becoming a Moving-to-Work agency.

The Board is seeking an overall assessment of processes and procedures to ensure ARHA is functioning at the highest level of operational efficiency and effectiveness while providing exceptional customer service to its clients. As such, candidates should have experience in change management, strategic initiatives, performance measurements, and industry best practices which, when applied, will result in measurable improvements for the Authority.

The Board is currently seeking a Chief Executive Officer who is a proven and professional leader of excellent reputation who will build rapport with a variety of stakeholders. The CEO will be able to enact change and promote measures specifically designed to increase overall organizational efficiencies and effectiveness, as well as advance programs and initiatives that support the Authority's goals and objectives. A strategic visionary with a personable and engaging management style is sought to promote a culture of teamwork, accountability, and client service. Candidates should be politically astute with exceptional interpersonal and communication skills. Must have a proven history of mentoring and developing staff, along with a commitment to succession planning.

Important additional qualifications and skills include entrepreneurial business development; low-income housing tax credit financing; creative mixed-income housing financing, including understanding long-term market trends; strategic negotiating skills; and being knowledgeable of HUD programs including the Rental Assistance Demonstration (RAD) and Moving-to-Work (MTW) Programs.

Requirements include a Bachelor's degree in Public or Business Administration, Housing, Economic Development or a related field; Master's degree preferred. Seven (7) years of senior management experience in public housing or ten (10) years of responsible administrative experience in a closely related field (e.g., a regulatory agency) is required.



Experience in affordable housing finance, housing development, economic development, real estate acquisition and divestiture, capital improvements, or construction management is beneficial.

The position is open due to the retirement of the CEO who has served the Authority for many years.

## COMPENSATION

The salary range for the CEO position is open, with starting salary dependent upon qualifications. ARHA offers an attractive benefits package.

## TO APPLY

If interested in this outstanding opportunity, please visit our website at [www.srnsearch.com](http://www.srnsearch.com) and apply online. The first review of applicants will take place on May 15, 2017; position is open until filled.

Résumés will be screened according to the qualifications outlined above. Screening interviews with the most qualified applicants will be conducted by S. Renée Narloch & Associates to determine a select group of finalist candidates who will be asked to provide references; references will be contacted only following candidate consent. Final interviews will be held with the Alexandria Redevelopment and Housing Authority. Candidates will be advised of the status of the recruitment following the selection of the CEO.

Questions regarding recruitment may be directed to:

**Ms. S. Renée Narloch, President**

**S. Renée Narloch & Associates**

**[info@srnsearch.com](mailto:info@srnsearch.com) | 850.391.0000 | [www.srnsearch.com](http://www.srnsearch.com)**

*The Alexandria Housing and Redevelopment Authority is an Equal Opportunity/ ADA Employer.*



2910 Kerry Forest Pkwy D4-242, Tallahassee, FL 32309

P 850.391.0000 | F 850.391.0002

1102 S. Austin Ave 110-296, Georgetown, TX 78626

P 512.843.5439 | F 850.391.0002

[www.srnsearch.com](http://www.srnsearch.com) | [info@srnsearch.com](mailto:info@srnsearch.com)