



President

Apply by September 11, 2017



About Fort Worth, Texas

The City of Fort Worth is where the west begins! Established in 1849 as an Army outpost on a bluff overlooking the Trinity river, it became an important trading post for cowboys and the cattle industry in the late 19th century. Located in North Central Texas, Fort Worth reaches into five counties and is the county seat for Tarrant County.

Known as the City of Cowboys and Culture, Fort Worth offers a community rich in arts and culinary treasures. Voted as the #1 downtown in America, the City has one of the cleanest, safest, and most walkable urban areas. The City was voted one of "America's Most Livable Communities," and in 2011 was named an All-American City for the third time by the National Civic League. The heart of downtown is Sundance Square, a 35-block shopping and entertainment district where charming, beautifully restored buildings stand alongside glittering skyscrapers. The number of people living in downtown Fort Worth continues to grow, combining cowboy culture and urban sophistication.

Supporting urban sophistication, the City's Cultural District offers five world class museums, one of which houses the first Michelangelo painting to enter an American collection. Maintaining its authentic cowboy culture, Fort Worth is well-known for its annual All Western Parade, which kicks off the Stock Show and Rodeo. The City allows you to explore the true American West in the Stockyards National Historic District, where you can see the Old West come to life with the Fort Worth Herd's twice-daily cattle drive, combining genuine Texas cowhands and Texas longhorns.

The City of Fort Worth is the 16th largest city in the United States yet it still possesses the charm and charisma of a small town. Covering nearly 350 square miles and home to over 800,000 residents, it continues to be one of the fastest growing cities in the United States. The City is centrally located to several universities and many multinational corporations. Rated #6 in the country for young professionals by Forbes magazine, it is the youngest city in Texas, with an average age of 31.5. Home to the Texas Motor Speedway and 20 minutes from AT&T Stadium, Fort Worth offers an abundance of professional sporting opportunities.

Recently rated one of the "best cities to relocate to in America," Fort Worth provides the opportunities and amenities of a large metropolitan area while remaining affordable. The cost of living index is 87 compared to the national index of 100, largely due to housing costs that are considerably below the national average. There are many culturally distinct neighborhoods with a wide variety of housing options available. The City's racial and ethnic composition is very diverse with 41.7% Caucasian, 34.1% Hispanic, 18.9% African American and 5.3% Asian/Other. The Dallas Fort Worth Area Median Income is \$71,400.



Fort Worth Housing Solutions

Since its creation in 1938 as the Housing Authority of the City of Fort Worth, doing business as Fort Worth Housing Solutions ("FWHS" or the "Agency"), the Agency has been a recognized leader in the administration of affordable housing programs and the provision of supportive services. FWHS business model has evolved to include an emphasis in the acquisition, development, and management of multi-family property as a way to provide more affordable housing opportunities in Fort Worth. FWHS offers multiple types of housing and has been praised for efficiency, ease of operations, and a one-of-a-kind business model.

FWHS is changing the face of affordable and attainable housing opportunities by providing mixed-income rental and homeownership possibilities that enable its clients to flourish in the community. The Agency accomplishes this by assisting clients in elevating themselves to the next level of self-sufficiency and personal responsibility through life-changing programs. Through its real estate development program, FWHS also delivers stable investment opportunities for its development partners.

FWHS is a leading agency in the affordable housing industry and prides itself on delivering high quality, sustainable, affordable housing options for the citizens of Fort Worth. In 2007, FWHS created a not-for-profit entity, QuadCo Management Solutions, LLC (QuadCo), to provide property management services for properties it owns and acquires. Under this umbrella, QuadCo manages 3072 units that span over 20 individual properties with an additional 638 units either under construction or will be under construction in the short term. QuadCo's expected annual revenue for 2017 is budgeted at \$1.9 million. Not only does QuadCo manage FWHS' properties, it has secured contracts in two other cities in the Texas market.

FWHS is one of the leading agencies that has chosen to convert all of its Public Housing stock to the Rental Assistance Demonstration Program (RAD). What is unique about FWHS' conversion is that it has chosen to convert its units throughout the metroplex as opposed to converting in place. This effort is quite an exciting opportunity for the next President of FWHS.

FWHS enjoys both a high-functioning Board and a very talented staff, who share a mutual respect for each other.



The Position

The President is an at-will executive position reporting to a five-member Board of Commissioners and serving as the Secretary for the Board. The work of the President involves planning, managing, and overseeing the operations, services, and programs of FWHS. The President oversees approximately 250 employees (including QuadCo staff) with an annual operating budget of approximately \$58 million.

Key responsibilities for this executive position include:

- Serve as the public voice of FWHS and the communities it serves;
- Maintain the organization's standing as a respected leader in the affordable housing industry, working tirelessly to advance the housing needs of its clients/residents;
- Advance FWHS' strategic priorities in a manner that reflects FWHS' values and needs of the populations it serves;
- Seek opportunities for growth and strengthen FWHS' business model by leveraging FWHS' programs, products, accomplishments, and stature in the industry;
- Provide strategic management and fiscal leadership that supports current programs and services, increases revenue, and strengthens the financial health of FWHS;
- Oversees the Agency's budget as well as financial and treasury management;
- Ensure that the organizational culture is one that is diverse, values-based, transparent, and highly communicative;
- Assess existing partnerships and relationships as well as cultivate and grow relationships with key external stakeholders;
- Foster collaborative and innovative partnerships with city, regional, state, and federal agencies including HUD, community groups, the City of Fort Worth, industry organizations, and both non-profit and private entities;
- Organize, coordinate, delegate, supervise, and direct implementation of the Agency's housing programs;
- Oversee the Rental Assistance Demonstration Program conversion initiative; communicate with Department of Housing and Urban Development (HUD) agencies, the City of Fort Worth, and the Development & Asset Management Department to execute FWHS conversion plan;

- Lead strategic planning activities to ensure achievement and future success of the organization's philosophy, mission, and annual goals and objectives;
- Make policy, administrative, and management decisions concerning the daily operation of the Agency; Provide overall management of operations including policies, procedures, insurance, safety, and legal issues;
- Provide oversight and accountability for full regulatory compliance of FWHS managed portfolio including LIHTC, HOME, HUD, and TDHCA requirements;
- Oversee the employment, training, direction, supervision, utilization, discipline, and termination of Agency staff; recommend to the Board of Commissioners schedule of salary ranges, employee benefits, and periodic revisions;
- Report monthly to the Board of Commissioners on asset portfolio position, pipeline updates, acquisitions, sales, etc.; and
- Review periodic reports on the accomplishment of assigned goals and objectives.

Challenges and Opportunities

While there are challenges and opportunities in any leadership transition and in the public housing field generally, a number of specific and identifiable issues are foreseeable at Fort Worth Housing Solutions:

- FWHS RAD agreement with the (HUD) has a deadline of October 2018 to complete the transition of its public housing stock and the Agency has approximately 50% of its units converted. Without an extension, this will be a challenging deadline to meet.
- As part of the RAD conversion, FWHS plans to vacate the two largest properties in its portfolio – Butler Place and Cavile Place (Butler Place is also home to an administration building for the Agency). Additionally, the proximity of Butler Place to downtown Fort Worth has created a great deal of community interest for the future use of the site.
- FWHS is undergoing major technology upgrades, including new operations and infrastructure systems as well as a new VOIP telephone system. These upgrades will not only provide for heightened efficiencies but will create a need to adjust processes.

- The next President should be prepared to lead an effort to update policies and procedures to not only adapt to changes in the workplace, but to seek efficiencies in operations.
- Like many areas in the nation, Fort Worth is becoming a tight real estate market, creating decreased owner participation and development.

The Ideal Candidate

Fort Worth Housing Solutions is seeking a President that is a proven, professional leader of excellent reputation and character who is able to quickly integrate into the community and serve as an engaged, inspiring, innovative, and visionary leader.

Top candidates will have the ability to:

- Establish strong professional relationships with the Board, staff, City of Fort Worth officials, developers, HUD, and other community leaders. These relationships are particularly powerful in Fort Worth and will be key to the President's success. The regional HUD office is in Fort Worth, creating strong opportunities to interface.
- Leverage experience with RAD conversions to not only assist FWHS in its aggressive timeline, but to create a sustainable future for FWHS. This is a complex environment with many moving parts.
- Connect with and understand people at all levels – whether clients, board, staff, stakeholders, or others. Be genuine and sincere in all dealings with people and foster goodwill for FWHS. The President should sincerely appreciate the mission of the Agency.
- Ensure Agency policies and procedures, especially related to procurement, are sound and beyond reproach.
- Recognize the dedication and talent of the staff and provide empowering leadership without micromanaging.
- Make good use of prior development experience, whether public sector or private, to oversee FWHS extensive development activities.

This position requires a candidate who possesses excellent leadership ability as well as strong decision making and effective communication skills. He/She should also be a strategic thinker with the ability to effect change and provide direction in program planning, development, and implementation.

Experience and Education

The following education and experience are qualifying for the position of President:

Education: A Bachelor's degree in business, public administration, or a closely related field; a Master's degree is preferred.

Experience: A minimum of ten years senior management experience, five of which should be in a public, non-profit environment at an agency comparable in size is required; experience in affordable housing finance, housing development, real estate acquisition and divestiture, capital improvements, and construction management is highly recommended.

A combination of education and experience may be substituted for the degree requirement.

The Compensation

The successful candidate will receive a competitive salary with an excellent executive benefit package that considers the candidate's salary history and track record of career success. The Board of Commissioners will negotiate a mutually agreeable employment agreement with the selected candidate, including assistance with moving and relocation, if appropriate. Further details on compensation may be obtained through Ralph Andersen & Associates.

The Recruitment Process

Interested candidates should **apply by September 11, 2017**. Electronic submittals are strongly preferred to apply@ralphandersen.com and should include the following:

- Compelling cover letter;
- Comprehensive resume; and
- Three years of salary history.

This recruitment incorporates existing rules and regulations that govern public sector recruitments in the State of Texas. In accordance with public disclosure/open record laws, information submitted for consideration may be made available to the public upon request by interested parties.

A comprehensive interview process is expected to occur in early-October and it is anticipated a selection will be made in mid- to late-October. Top candidates may be asked to complete a written supplemental questionnaire to elaborate on areas of expertise and demonstrate their ability to communicate effectively. It is anticipated the next President will join the Fort Worth Housing Solutions in November 2017, or a mutually agreed upon date.

For further information or questions on the recruitment process, please contact Mr. Greg Nelson at (916) 630-4900. Confidential inquiries are welcomed.



www.fwhs.org

Recruitment Services Provided by Ralph Andersen & Associates