

HACSA T. 3.d.

TO: HACSA Board of Commissioners (Board)
FROM: Dorothy Cummings, HACSA Administrative Services Director
SUBJECT: Hiring Process for HACSA Executive Director
DATE: July 14, 2009

Background and Issues

Chris Todis, HACSA Executive Director, retired on June 3, 2009. On the same day the Board appointed Larry Abel, HACSA Deputy Director, to serve as the Acting Executive Director until December 3, 2009.

In order to provide continuity of leadership and smooth operation of HACSA, the Board needs to determine a recruitment and selection process for a permanent replacement of the Executive Director position.

The Board requested that I meet with Liane Richardson, County Counsel and Greta Utecht, Lane County Director of Human Resources Department to outline Board options for a recruitment and selection process. On June 25, 2009, we met and discussed three options and a recommendation that are outlined below.

Policy Issues

HACSA's By-Laws, which are adopted in accordance with ORS 456.120, state that the officers of the Agency shall be a Chairperson, a Vice Chairperson, and a Secretary. The Secretary is the Executive Director who shall serve as the Chief Executive Officer and head of the administrative branch of the Agency, and shall be responsible to the Agency for the proper administration of all affairs of the Agency in accordance with federal, state, and local laws.

The Executive Director is selected by the Board by majority vote, using a selection procedure of your choice.

Options

1. Appoint Larry Abel, Acting Executive Director, permanently.
2. Conduct a focused search (Housing Industry Only).
3. Conduct a national search.

Option 1

Appoint Larry Abel permanently to the Executive Director position. This would allow for a smooth transition of leadership.

Advantages

Mr. Abel is a known commodity with a proven track record.

- 30 years experience with HACSA with 20 of those years as Deputy Director. Mr. Abel has also acted as HACSA's Finance Director for the past 24 years.
- Successfully carried out the duties of the Executive Director anytime Mr. Todis was away, including the 5 month sabbatical Mr. Todis took in 2008.
- Fully understands HACSA's complicated funding structure. HACSA is the second largest housing authority in the state of Oregon, and as such, has a wide variety of programs with varying regulatory and reporting requirements.
- Instrumental in HACSA attaining and maintaining its high performer status with HUD. Since the inception of the Public Housing Assessment System (PHAS) HACSA has been a high performing agency, and having achieved that status HACSA is awarded a 3% annual funding bonus in the Capital Fund program which is used to modernize our public housing units. Most recently that status allowed us to apply in Round 1 for Capital Fund Recovery Competition Grant funds.
- Established relationships with community partners.

Disadvantages

No opportunity to see outside candidates.

Option 2

Option 2 gives the Board the opportunity to view outside candidates without the expense of a national search.

Advantages

Advertising in the two big housing industry newsletters is inexpensive and read by housing authority professionals across the country.

- Both the National Association of Housing and Redevelopment Officials (NAHRO) *Monitor* and the Public Housing Authorities Directors Association (PHADA) *Advocate* are published twice a month with ads typically running for 30 days. Costs for ads \$300 - \$600.

Disadvantages

The biggest disadvantage is the additional costs to HACSA if an outside candidate is selected. Other disadvantages include the loss of continuity at a time when staff needs to be focused on the most important activities at HACSA due to changes being brought about by the new administration.

Option 3

A national search would give the Board the opportunity to view outside candidates through a broad search.

Advantages

A chance to view outside candidates.

Disadvantages

This is the most expensive option. Based on recent County experience, we know that a national search will cost approximately \$20,000. This figure does not include additional expenses that would be incurred if HACSA used an outside consultant. Other disadvantages include items already mentioned in Option 2.

Conclusion and Recommendations

Option 1 appears to hold the most promise with the fewest problems. Mr. Abel has the experience and knowledge to direct HACSA's future, and is willing to do so. Because the HACSA By-Laws state that the Board may select the Executive Director using a procedure of their choice, the Board has the authority to select to Option 1 and immediately appoint Mr. Abel HACSA's Executive Director.

Alternately, since Mr. Abel is HACSA's Acting Executive Director until December 3, 2009, the Board could wait 3 or 4 months to evaluate Mr. Abel's performance and then make a decision.

Attachments:

Options for Recruitment Table
Position Ads

Options for Recruitment and Selection of HACSA Executive Director

Option # 1 – Appoint Larry Abel HACSA's Executive Director	Option # 2 – Focused Search (Housing Industry Only)	Option # 3 – National Search
<p>Pros:</p> <ul style="list-style-type: none"> • Larry has full understanding of the Agency's complicated funding structure and also acts as the Agency's Finance Director • All of our funding agencies rate HACSA as a high performer • Continuity • Experience (30 years at HACSA with 20 of those years as the Deputy Director) • Staff support • Strong relationships with community partners • Strong relationships with HUD (Portland and National staff) • Working relationships with housing industry partners (NAHRO, Casterline Associates) • Understanding and responsive to clients issues • No conflict with Agency By-Laws <p>Cons:</p> <ul style="list-style-type: none"> • No opportunity to see outside candidates 	<p>Pros:</p> <ul style="list-style-type: none"> • A chance to view outside candidates • Search is focused on candidates with housing authority experience • Less expensive than a national search <p>Cons:</p> <ul style="list-style-type: none"> • Additional salary & benefit costs to the Agency \$140,000 (at top of current range) • Could be difficult to find a good candidate at current salary range • Loss of continuity (if outside candidate is selected) 	<p>Pros:</p> <ul style="list-style-type: none"> • A chance to view outside candidates <p>Cons:</p> <ul style="list-style-type: none"> • Costs approximately \$20,000 (without hiring outside consultant) • Additional salary & benefit costs to the Agency \$140,000 (at top of current range) • Could be difficult to find a good candidate at current salary range • Loss of continuity (if outside candidate is selected)



EXECUTIVE DIRECTOR SUPERIOR, WI

The Superior Housing Authority, Wisconsin (SHA) is seeking a qualified and experienced housing professional to be responsible for the overall administration, leadership and direction of all aspects of SHA programs and staff. SHA is currently comprised of 464 conventional public housing units and administers 169 tenant-based Housing Choice Vouchers. SHA also manages four properties with 115 units for other entities. Job responsibilities include managing subordinate supervisors and a staff of approximately 27, fiscal control, community relations, policy/procedure design, and program development.

Full details regarding this position are available on the Schiff Group Inc.'s website: www.schiffgroup.com/superiorexec.



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EXECUTIVE DIRECTOR SAGINAW, MI

The Saginaw Housing Commission (SHC), located in Saginaw, Michigan is seeking a new executive director to replace the retiring Executive Director. The SHC is a "standard performing" PHA with 632 Public Housing Units, 1097 Section 8 Housing Choice Vouchers, and a staff of 20 dedicated employees. The position reports to a five-member board. The candidate will assume responsibility over all aspects of the operations, including property management, planning, budget & finance, personnel, grants/contracts, and public relations.

The position requires five (5) years progressively responsible experience in public housing or public administration; three (3) years of senior or executive level supervisory experience, extensive knowledge of HUD requirements, and a four-year degree. Masters degree preferred. Candidate must possess a Public Housing Management Certificate or the ability to obtain within one year of hire. Salary range is \$80,000 - \$90,000.

Please send resume and salary expectations to:

**Saginaw Housing Commission
HR Resources Director
1803 Norman Street
P.O. Box 3225
Saginaw, MI 48601
Email: rmorris@saginawhousing.org.**

Submittals must be received no later than 4:30 p.m. on Friday, July 17, 2009.

No faxes, please.

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