THE POSITION IN BRIEF:
The Aspen-Pitkin County Housing Authority (APCHA) is seeking an Executive Director/Department Director to lead this long-standing, affordable workforce housing program for the 3,080 deed restricted, and rental housing units in Pitkin County. The unique governance structure of APCHA will benefit from a policy strategist and experienced administrator who appreciates the complexities of a dual jurisdiction-funded program with a policy board of experienced elected officials and appointed members. While APCHA enjoys the support of the County and City, the Executive Director and staff are employed by the City of Aspen and enjoy all City benefits. The Executive Director is a member of Aspen’s Department Director team.

The APCHA leadership team manages the housing programs to address the challenges of offering affordable workforce housing in a region where the average cost of housing is $5,400,000. Demonstrating expertise in working with multiple jurisdictions, the Executive Director will provide leadership and collaborative day-to-day decision making for all APCHA’s areas of responsibility including:

- Real Estate Sales and Rentals of the programs 3,000+ affordable workforce housing units;
- Qualification of potential renters and buyers for APCHA’s portfolio of affordable workforce housing units, as well as contract qualification services for area workforce housing partners;
- Enforcement of deed restrictions, in collaboration with APCHA’s Compliance Manager and APCHA’s attorney; and
- Property Management for city-owned properties.

As a flexible thought leader, the Executive Director will balance everyday management challenges and long-term strategy, engaging City and County leaders in addressing divergent issues.

The Executive Director oversees all housing programs, policies, and personnel of the Housing Authority including operations management, finance, and personnel. While APCHA is the area’s largest affordable housing program, it does not do any housing development work. From time to time, affordable housing developers, which includes the City of Aspen, Pitkin County, area nonprofits and private developers, will ask APCHA for input on new housing development. APCHA is usually the agency of choice by these developers to perform buyer or renter qualifications and, sometimes, property management.
COMMUNITY

Aspen, Colorado is a small, world-class resort community located in a remote area of the Rocky Mountains. Aspen/Pitkin County is known for its unapparelled outdoor recreation opportunities, breathtaking landscapes, and myriad of arts and cultural amenities. The City of Aspen’s unique offerings make the community one of the nation’s most desirable places to live. The “Aspen Idea” is the description of the mind, body, spirit integration embraced by visitors and residents alike.

Today, Aspen Snowmass’ four year-around resorts are consistently ranked as some of the top ski resorts in the world, attracting thousands of visitors each year. Outdoor pursuits are year-round, with hiking, fishing, and camping as popular options during the warmer seasons. Downtown Aspen’s shopping district features dozens of high-end retailers, restaurants, boutiques, and art galleries. Aspen/Pitkin County Airport is served by several major airlines, with direct flights to Dallas/Fort Worth, Salt Lake City, and Denver. The Aspen Institute, Aspen Music Festival and School, the city-owned Wheeler Opera House and Red Brick Center for the Arts are among the many arts and culture opportunities available to residents and visitors alike.

SNAPSHOT DEMOGRAPHICS AND AMENITIES:

PITKIN COUNTY

County Population: 17,926
Median Age: 41.8
(65+ age group increasing rapidly each year)
Median Household Income: $78,935 (average wage job is $49,460)
Median Home Value: $615,900
Median Gross Rent: $1,473/month

CITY OF ASPEN

Population: 7,401 [2019]

*Source: American Community Survey, U.S. Census Bureau

APCHA ORGANIZATION

As an intergovernmental agency funded primarily by the City of Aspen and Pitkin County, the governance and policy development has undergone refinement in recent years. The intergovernmental agreement (IGA), adopted in 2019, outlines the reporting structure for the Executive Director as well as key aspects of financial support. APCHA serves as the primary workforce housing supplier.

The Executive Director can expect to join an experienced and productive employee team. The staff understands the community expectations and has a high focus on property management and compliance for over 3,000 units throughout the community. Part of this portfolio includes five different APCHA-managed properties totaling 360 units.

APCHA’s two main programs include operations/oversight and property management. The leadership team consists of the Executive Director and two direct reports; the Deputy Director, and the Compliance Manager. They are supported by ten other employees as well as outside legal counsel, who partners extensively with the leadership team on compliance matters. The sale and rental of affordable/attainable deed restricted units involves an extensive process to ensure the qualifications of potential renters and buyers. Through the duration of the 50-year old program, hundreds of different deed restrictions have been put into place requiring APCHA staff to have a high attention to detail and understanding of specific circumstances and provisions.

APCHA’s budget, approved by the City, County and the APCHA Board, is approximately $9.1 million. The budget directly relates to the annual workplan for APCHA. The revenue stream for APCHA comes from the revenues from the sale and rental of properties and then Pitkin County and the City of Aspen contribute, 50/50, from their respective General Funds to make up the balance of the APCHA budget.

The Executive Director is encouraged to work closely with the Aspen City Manager and Pitkin County Manager who offer support and guidance when needed. The Executive Director is employed by the City of Aspen and reports to the City Manager, with day-to-day support for the Executive Director delegated to Aspen’s Assistant City Manager.

The APCHA Board of Directors consists of one City Council member; one member of the Board of County Commissioners; and three Directors who are jointly appointed by the City Council and Board of Commissioners. The APCHA Board also includes three alternates, one from the City, County and the public at large. The Board is charged with review and recommendation of the Work Plan, Budget, Housing Regulations, Affordable Housing Action Plan of the Aspen Area Community Plan and the Pitkin County Comprehensive plans and Master Plans. They will also provide input on specific development proposals initiated within the City or County at the City or County’s request. APCHA does not develop affordable housing or workforce units.
**KEY RESPONSIBILITIES OF THE EXECUTIVE DIRECTOR**

**Policy and Regulation Development** – The Executive Director, under the direction of the Board of Directors, will lead efforts to develop and implement housing policies identify appropriate policies, workflows and programs to ensure the execution of APCHA policy objectives.

**Financial Oversight** – In cooperation with the Deputy Director, prepare, present and administer the annual budget working with the City and County Finance departments, overseeing cash management and accounting systems. Monitor financial conditions and recommend strategies and adjustments to the financial plan.

**Organizational Leadership and Supervision** - As a vital partner to the City and County, and a facilitator of policy considerations for the Board, the Director will help to develop and implement the annual workplan, consider key policy and compliance decisions as well as navigate effectively the complex governance relationship. Offering alternative approaches and evaluating solutions, facilitating conversations along with trouble-shooting is required.

The Director executes leadership and supervision responsibilities through sound judgment, focusing on quality improvement, managing and resolving conflict, fostering a culture of accountability, clearly defining responsibilities and expectations, setting goals and coaching, providing motivation and performance feedback, recognizing contributions and encouraging training and development.

**Community Engagement** - The Executive Director plays a significant role leading this highly visible agency and ensuring effective community engagement. Coordination of all public meetings including presentation material, communication with citizen groups, and representing APCHA with intergovernmental agencies is required.

**Program Oversight** – Oversees all activities including property management, operations, policy development and implementation. Coordination of legal matters related to compliance as well as ensuring compliance with the IGA and contract negotiation. Coordinates litigation in partnership with the Compliance Manager, Deputy Director and Attorney. Supports the APCHA Board with all agenda and minute preparation and official records.

**OPPORTUNITIES**

**HomeTrek:** The rollout of this exciting new software program started in January 2021. The Director will support the implementation, as the community learns the new technology and reporting features. Marketing and development of an effective communication strategy to assist the end-users in adoption of the technology will be key.

**Increasing pressure on housing resources:** There is growing divergence between market rate home values and the median income of working families in the APCHA region which places incredible pressure on the APCHA program for both compliance and competitive offering of available housing units; strict adherence to policy while maintaining compassion for individual circumstances requires a consistent approach.

**Embrace and support the IGA:** The new Executive Director will need to further the implementation of the recently revised intergovernmental agreement, as well as identify opportunities for improvements to the agreement. Facilitating and collaborating with the Board, as well as City and County staff to evaluate policies and processes to support the mission of APCHA happens weekly, where the APCHA Board meets twice a month.

**Financial and Funding:** Recognizing the pressures on APCHA to support and grow workforce housing, there may be a need to facilitate a larger policy discussion around the primary funding sources for APCHA. While this does not require immediate attention, this multi-year and multi-prong deliberate strategy consideration will require patience, resilience and innovation.
This position will offer an incredible leadership opportunity where application of emotional intelligence, fostering strong relationships, and navigating complex situations will result in success. Successful candidates will have a strong and varied background in support of policy development, experience working with elected and appointed board members as well as partnering with multiple, highly functioning local government agencies. The new Executive Director will have the opportunity to work alongside professional staff that is committed to success and the equitable management of a program where there is an exceedingly high demand for housing with a severely limited supply. The right candidate will find making direct contributions that impact the quality of life for many individuals to be highly rewarding.

Qualifications:
- Strong knowledge of local government, business and management principles including strategic planning, resource allocation, leadership, and supervision of staff.
- Knowledge of financial best practices including budgeting and financial management, understanding trends, economic stressors, and the assessment of impacts on operations.
- An open, approachable communication style that fosters enthusiasm and creativity; an individual who is comfortable educating and informing elected and appointed officials, the community, and employees.
- Demonstrate the ability to manage the fast paced environment while achieving the strategic objectives of APCHA and supporting the local government agencies, the Board of Directors, residents, and staff.
- Prior affordable housing experience is not required.

Candidate Will Be:
- A pragmatic and collaborative leadership style with strong expertise and resilience to navigate the dynamic and high-profile nature of the position.
- A champion of technology, innovative strategies, and techniques.
- An experienced communicator who is well versed in community engagement and facilitation who commands well-developed interpersonal and oral/written skills.
- A visionary leader who is supportive of the City of Aspen’s Core Values – Service, Partnership, Stewardship, and Innovation.
- An ethical individual that shows empathy and support of others in the organization, and communicates effectively with all stakeholders, residents, and employees in the community.
- An enthusiastic personality that can readily use their skill set to establish a well-coordinated work environment.

Education and Experience:
A bachelor’s degree in public administration, community planning, business administration, political science or related field is required. A master’s degree in public administration or related field is preferred. A minimum of five (5) years of progressively responsible professional experience in public administration, public housing, community development, planning or government policy, including five (5) years of supervisory experience. Candidates who have affordable housing experience is preferred, but not required. Candidates must have the ability to secure a Colorado driver’s license within 30 days and successfully complete a criminal background check.
The City of Aspen provides competitive compensation with a comprehensive benefits package that include medical, dental, and vision insurance; health savings and flexible spending accounts; 401(a) employer retirement contributions; paid time off; tuition reimbursement assistance; and well-being incentives. The City also provides employees with options related to transitional housing (6 months) and possible relocation assistance. The salary range is $106,683 - $149,884 depending on qualifications.

***Due to the ongoing COVID-19 pandemic, this position may be required to temporarily work both on site and remotely***

**HOW TO APPLY:**

First look of applications will occur on February 19, 2021; position open until filled. Candidates shall apply electronically with résumé, cover letter, and contact information for five professional references to Kathleen Rush, GovHRUSA. [www.govhrusa.com/career-center](http://www.govhrusa.com/career-center/) TEL: 847/380-3240.

*APCHA is an Equal Opportunity Employer.*

In your cover letter, please answer these questions in no more than three pages:

I. Describe your experience and role on a citizen board, include:
   a. What were your strengths and areas for improvement on the board.
   b. Length of service

II. How would you describe your leadership style? Please provide an example of where you successfully applied this leadership style.

III. Please provide an example of where you navigated a tricky situation where groups of people did not agree on the process or the desired outcome.