



M O N T G O M E R Y  
HOUSING AUTHORITY

Deputy Director of Operations  
Montgomery, AL



**Gans, Gans & Associates**

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The Housing Authority of the City of Montgomery, often referred to as the Montgomery Housing Authority (MHA) was formed by a State of Alabama Charter on June 9, 1939. Rich in history, MHA like the City of Montgomery, has a storied past. Montgomery was the second city in the country to host government owned public housing communities. The first two public housing communities were commissioned by the Federal Works Administration and acquired by MHA in 1940. They would become MHA's first two managed properties, William B. Paterson Court and Riverside Heights. Both properties underwent immediate expansion to meet affordable housing needs, while MHA's first newly constructed public housing community was underway-Cleveland Court.

With the goal of not only developing affordable housing, but relieving the city of substandard housing, MHA razed a blighted section of distressed homes at Cleveland Avenue and Mill Street and developed in its place Cleveland Court (Home to civil rights pioneer Rosa Parks 1951-1957). Together Paterson Court, Riverside Heights, and Cleveland Court became the first three public housing communities owned and operated by MHA. Victor Tulane Court and Trenholm Court came online a few years later in 1952 and 1954, respectively.

During the 1960's-1980's, MHA added to its stock of affordable housing developments; Smiley Court, Gibbs Village, Cedar Park, and Richardson Terrace. Of those four properties, three remain: Smiley Court, Gibbs Village (which is now Gibbs Village East and Gibbs Village West), and Richardson Terrace, which underwent an award winning renovation in 2011 and is known today simply as The Terrace.

In recent years, MHA has aggressively sought to renovate and redevelop its housing stock. The former Victor Tulane Court site has been redeveloped into two separate developments. Victor Tulane Gardens was completed in 2005. The Plaza at Centennial Hill, a mixed-income development opened in 2013. MHA currently has eight public housing properties; Paterson Court, Cleveland Court, Smiley Court, Gibbs Village East, Gibbs Village West, The Terrace, Victor Tulane Gardens, and The Plaza at Centennial Hill.



## Position Summary

Reporting to and in support of the Executive Director, the Deputy Director of Operations (DDO) will on a day to day basis be responsible for directing and executing MHA 's management business plans, administration and supervision of various departments, ongoing programs and projects with a focus on strategic planning and long-term sustainability. The DDO will monitor agency programs to ensure compliance with federal, state, local and agency policies and procedures in the daily operations of MHA's portfolio including but not limited to public housing, Low Income Housing Tax Credit properties (LIHTC), mixed-income and mixed-use assets. Additionally, the DDO directs, supervises, plans, and coordinates activities and operations of the departments which fall under Operations: Resident Services, Property & Asset Management and the Housing Choice Voucher Program (HCVP). The DDO will ensure that his/her delegated departments are in compliance with established objectives to achieve performance goals through continuous improvement of service efficiency, effectiveness and technology. The DDO functions as alternate liaison between the Authority and the Board of Commissioners, HUD, and local jurisdictions.

## Essential Duties and Responsibilities

Work is confidential in nature requiring advanced oral and written communication skills and advanced-level managerial skills. Responsibilities include, but are not limited to, the following:

- Advises and assists the Executive Director in identifying, articulating and implementing policies, programs and projects. Works with other members of the leadership team, in developing strategies and formulating solutions to address of agency-wide impact and importance.
- Develops operational budgets, by directing and participating in division budgets, monitoring budgets and reviewing financial reports.
- Coordinates the daily operations of the Authority and assists the Executive Director in planning, developing, organizing, directing and implementing the Authority 's Public and Assisted Housing and Resident Services Programs.
- Monitor operations-related indicators of PHAS, SEMAP and Asset-Based Management and/or any HUD equivalent program; develops and implements improvement plans. Identifies and corrects deficiencies and monitors improvement plans; trains staff regarding requirements and improvement plans; sets performance standards consistent with mission and vision of the agency and consistent with HUD's high-performance requirements.
- Works with the Executive Director and the Board of Commissioners, to assist in the development of the Authority's strategic and operational plans. Effectively manages the development of organizational structures and plans, and implements internal policies, programs, goals and priorities; makes recommendations to the Executive Director for changes, as needed.
- Establishes reporting systems to monitor and evaluates various aspects of the Authority's operations, on a frequent and continuing basis, to establish an overview of conditions, appearance, problems, resolution, accomplishments and results, while ensuring compliance with the Authority's policies and procedures and applicable federal, state and local regulations.

- Assists in the oversight and provisions, for the safekeeping of the Authority's buildings, grounds, facilities, equipment, supplies, monies, files, records, documents and reporting.
- Oversees the preparation of the administrative plan and HUD-budget program funds, in cooperation with the Director of Finance and respective department heads, and makes appropriate recommendations to the Executive Director.
- Reviews and analyzes budget requests and expenditures for appropriateness, according to available resources and plans, to ensure departments are operating within approved financial limitations and/or that necessary budget revisions are made and authorized by the Executive Director, on a timely basis.
- Assists the Executive Director in identifying federal and non-federal funding sources, to augment declining subsidy, helping to ensure the viability of housing and associated programs offered by the Authority.
- Supervises management staff, providing ongoing assistance to support a positive and productive working environment.
- Monitors staffing levels, to ensure capacity to achieve organizational objectives, based upon approved budgetary guidelines.
- Monitors, oversees, and/or recommends the recruitment, selection, employment, training, direction, supervision, utilization, evaluation, discipline, and termination of Authority employees for the Operations Department. Makes recommendations to the Executive Director, regarding salary ranges, employee benefits and revisions. Reviews periodic reports on the accomplishment of assigned goals and objectives.
- Attends Board meetings, informs the Board of the status of activities and projects within the Authority, provides information on evaluations of efficiency and effectiveness of Authority operations, and proposes recommendations for improvements. Responds promptly to Board of Commissioner's inquiries, regarding Authority plans and operations.
- May negotiate contracts with outside agencies and companies, for major maintenance and management services for the Operations Department.
- Serves as alternate Authority representative in discussing goals, priorities, problems, and concerns with officials, representatives, and members of HUD, local government, news media, social and public service agencies, state and federal government and resident groups; informs the Executive Director when contact is with outside entities, to include members of the Board of Commissioners and media.
- May addresses business and civic groups on matters pertaining to the Housing Authority. Successfully maintains positive Authority image and working relationships with the community and local, state, and federal government officials.
- Attends professional meetings, seminars, and conferences to keep abreast of new trends, activities and concepts in Public Housing. Supports, assists, and works with other Agencies and affiliated organizations in joint efforts which are mutually beneficial.
- Participates in community activities and functions relevant to Authority objectives; maintains membership and participates in appropriate community service organization(s) activities; Accountable for consistent adherence to strong Authority standards regarding the ethical, responsible, and appropriate use, care, and safeguarding of Authority materials, supplies, resources and other assets.

### Qualifications, Knowledge and Abilities

- General knowledge of federal, state and/or local programs and resources for residents participating in assisted housing programs.
- General knowledge of procurement regulations and OSHA requirements.
- General knowledge of the modern principles, practices, and techniques of maintenance and other functional areas within the PHA.
- Thorough knowledge and experience in a housing assistance program or social services field.
- Thorough knowledge of HUD Public and Assisted Housing regulations and Authority policies, procedures and practices.
- Thorough knowledge of the modern principles, practices, and techniques of budgeting and accounting, and of the function and working knowledge of the operation of building management and maintenance.
- Must possess leadership and consensus building skills, creative and analytical skills, strategic planning experience and credibility.
- Must have excellent communication skills, both written and verbal. Presentation and listening skills are also required, along with a convincing professional presence.
- Must be able to represent the Authority effectively in business meetings, conventions, municipal organizations and other industry forums.
- Thorough knowledge of principles and practices of effective management.
- Ability to supervise and train a support staff that may include professional and clerical workers.
- Ability to analyze data of operations for report preparations and presentations.
- Ability to analyze policies and procedures and identify opportunities for improvement in operations.
- Ability to establish short and long term goals and monitor progress to completion.
- Ability to coordinate and oversee a number of projects concurrently.
- Ability to supervise others effectively and collaboratively, reinforcing good performance and dealing firmly but fairly with less than satisfactory performance.
- Ability to establish and maintain effective and courteous relationships with employees and other business contacts.
- Ability to deal effectively with situations which require tact and diplomacy, yet firmness.

- Must be bondable.
- Valid Alabama driver's license, or must acquire one within 30 days of employment.
- Eligibility to be covered under the Authority's fleet auto insurance.

### Complexity

- The DDO performs a wide variety of tasks, which are not always clearly related. The DDO makes decisions regarding unusual circumstances, conflicting data, and non-routine situations pertaining to the overall management and operation of the Authority.
- Responding to residents, staff members, the Board of Commissioners, City officials, news media, Congressmen, and the public on a continuing basis necessitates great patience, tact, and diplomacy.
- Ever-changing laws and regulations require frequent updating and promulgation of Authority plans, policies, and procedures, particularly those affecting applicants and residents, such as the admission of aliens, federal selection preferences, and rent computations.
- Some cases involving personnel problems may be difficult to accomplish and require resourcefulness and extra effort by the employee. Decisions regarding unusual circumstances may be made by the employee on occasion.

### Scope and Effect

The DDO's leadership affects the Authority's image in the affordable housing industry, community, staff throughout the Authority, and the Authority's residents. Effective leadership in assisting the Executive Director in managing, operating, and maintaining housing programs has a positive impact on the Authority's overall mission. Successful accomplishment of that mission can result in providing adequate services to residents and promoting a positive image in the community.

### Personal Contacts

The DDO has contact with a broad range of individuals including: the news media; Board of Commissioners; elected officials, federal, state, and local government personnel; social service personnel; housing residents; the general public; various special interest groups; and all levels of Authority personnel. Most contacts, with people outside the Authority, are relatively unstructured and require tact and diplomacy on a routine basis. Regularly, contact requires negotiation and/or handling of controversial matters.

Contact with the public serves multiple purposes including: giving or gaining information, planning, coordinating, and advising motivating, influencing, directing persons or groups, and justifying, defending, negotiating, and resolving significant and/or sensitive and controversial issues. Contact may occur in cooperative, antagonistic, or unresponsive situations.

### Education and Experience

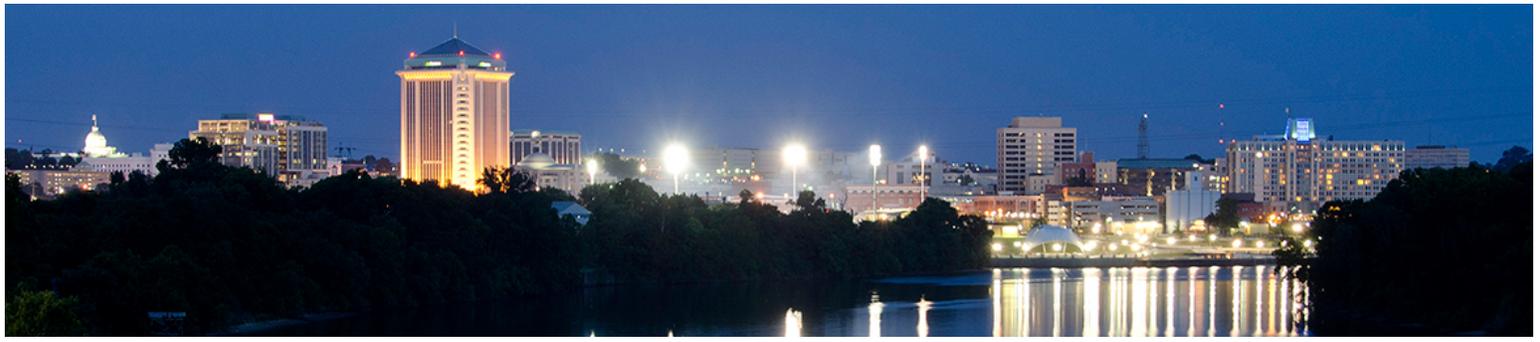
- Bachelor's degree in Public Administration, Business Administration, or other related field from an accredited college or university.
- Master's degree preferred.
- Minimum ten years of progressive experience in a public housing, municipality, regulatory agency, private industry with at least five of those years in a managerial or supervisory capacity, or an equivalent combination of education and experience.

### How to Apply

If you are interested in this exceptional opportunity, please submit a detailed resume immediately to:

**Diane Martin-Johnson**  
**Gans, Gans & Associates**  
 7445 Quail Meadow Road, Plant City, FL 33565  
 Phone: (813) 986-4441 ext. 7121  
 E-mail: [diane@gansgans.com](mailto:diane@gansgans.com)

Should you have any questions in consideration of your own interest, or a referral of a colleague, please contact us at the number above.



## Montgomery

Montgomery is the capital city of Alabama. Named for Richard Montgomery, it is located on the Alabama River, in the Gulf Coastal Plain. As of the 2010 Census, Montgomery had a population of 205,764. It is the second-largest city in Alabama, after Birmingham.

The city was incorporated in 1819, as a merger of two towns situated along the Alabama River. It became the state capital in 1846, representing the shift of power to the south-central area with the growth of cotton as a commodity crop of the Black Belt and Mobile's rise as a mercantile port. In February 1861, Montgomery was selected as the first capital of the Confederate States of America, until the seat of government moved to Richmond, Virginia, in May of that year. During the mid-20th century, Montgomery was a major site of events in the Civil Rights Movement, including the Montgomery Bus Boycott and the Selma to Montgomery marches.

In addition to housing many Alabama government agencies, Montgomery has a large military presence due to Maxwell Air Force Base; public universities Alabama State University, Troy University (Montgomery campus), and Auburn University at Montgomery; private colleges/universities Faulkner University and Huntingdon College; high-tech manufacturing, including Hyundai Motor Manufacturing Alabama; and cultural attractions such as the Alabama Shakespeare Festival and Montgomery Museum of Fine Arts.

Montgomery has won several national awards including being voted Best Historic City by USA Today, being named an All-America City in 2014 by the National Civic League, being named a "Top City For Job Growth" in 2014 by ziprecruiter.com, and being named the happiest city in Alabama. Montgomery has also been recognized nationally for its successful, and ongoing downtown revitalization and new urbanism projects with Montgomery having been one of the first cities in the nation to implement Smart Code Zoning.

### Parks

Montgomery's park system includes more than 400 parks on over 34,000 acres of parkland. Park facilities and amenities include more than 500 lakes, ponds and storm water management facilities and devices, 457 miles of streams, 305 tennis courts, 296 athletic fields, 289 playgrounds, 208 basketball courts, 189 miles of paved and natural surface trails, 114 picnic areas, 110 historic structures, 102 campsites, and 31 park activity buildings, as well as nature centers, miniature trains, indoor tennis facilities, boat rental facilities, indoor and open air ice rinks, event centers, public gardens, and more.



### Culture

Montgomery has one of the biggest arts scenes of any mid-sized city in America. The Wynton M. Blount Cultural Park in east Montgomery is home to the Montgomery Museum of Fine Arts. The Museum's permanent collections include American art and sculpture, Southern art, master prints from European masters, and collections of porcelain and glass works. The Society of Arts and Crafts operates a co-op gallery for local artists. Montgomery Zoo has over 500 animals, from five different continents, in 40 acres of barrier-free habitats. Montgomery is home to the Museum of Alabama which serves as the official state history museum and is located inside the Alabama Department of Archives and History building downtown.

The Alabama Shakespeare presents year-round performances of both classic plays and performances of local interest, in addition to works of William Shakespeare. The 1200-seat Davis Theatre for the Performing Arts, on the Troy University at Montgomery campus, opened in 1930 and was renovated in 1983. It houses the Montgomery Symphony Orchestra, Alabama Dance Theatre and Montgomery Ballet, as well as other theatrical productions. The Symphony has been performing in Montgomery since 1979. Serving as the center for entertainment in downtown Montgomery, the Montgomery Performing Arts Centre is a state-of-the-art facility large enough for first run Broadway shows, yet intimate enough with 1,800 seats to view a wide variety of concerts, opera, comedy, dance and children's shows.



## Education

Montgomery Public Schools has a variety of academic programs and services to meet the diverse needs and interests of their students. They offer traditional schools with a full range of curriculum complemented by cultural arts, music, foreign languages, technology, career-technical education, and athletic programs.

Seven career academies in their traditional high schools equip students with skills for high-demand careers in advanced manufacturing, health occupations, information technology, culinary arts and hospitality, and business marketing. They have nine magnet schools that cover all grade levels and themes ranging from science, performing arts, technology, accelerated academics to international studies. MPS opened Montgomery Technical Education Center for high school students interested in skilled trades.

Throughout the district, there are programs for children with special needs, including two special education centers and services for gifted students. There are also early childhood education programs and a host of supplemental education services. MPS offer stimulating environments led by qualified and dedicated teachers.

There are over 10 colleges and universities within 20 miles of the Montgomery, AL, area.

## Revitalization

Montgomery has been recognized nationally for its extremely successful and continuous downtown revitalization. The revitalization started in the early 2000s with the construction of the Montgomery Biscuits minor league baseball stadium and the construction of Riverfront Park. Following those developments hundreds of millions of dollars have been spent by various companies transforming old warehouses and buildings into high end loft apartments, restaurants, retail, hotels, and businesses. Currently there is vast demand for downtown living space and there are currently over 500 apartments under construction downtown including developments such as The Heights on Maxwell Boulevard, The Market District on Dexter Avenue, the Kress Building on Dexter Avenue, The Bell Building on Montgomery Street, and a new complex by the convention center.

