



**HOUSING AND  
COMMUNITY  
DEVELOPMENT  
DIRECTOR**



## THE CITY AND COMMUNITY OF OAKLAND

The City of Oakland is dynamic with 50 distinct and eclectic neighborhoods, 17 commercial districts, an increasingly vibrant downtown, a strong economic base, world-class arts and entertainment venues, superior cultural and recreational amenities, and a rich multicultural heritage. Oakland is the eighth largest city in California with an estimated population of 429,082 (2018 U.S. Census Bureau). The city serves as the administrative seat of Alameda County and the center of commerce and international trade for Northern California. Oakland is one of the most diverse and ethnically integrated urban cities in the nation, with nearly equal representation from African-American, Hispanic and Latino, and Caucasian residents, speaking over 125 languages and dialects, as well as one of the country's largest Lesbian Gay Bisexual Transgender Queer (LGBTQ) communities. Located on the bay, six miles east of San Francisco, it encompasses 56 square miles, with 19 miles of San Francisco Bay coastline to the west and rolling hills to the east.

Oakland's landscape is a picturesque mix of coastline to the west and rolling hills to the east, which provide unparalleled views of the San Francisco Bay. Oakland has more parks and open space per capita than any other city in the Bay Area. Oakland is at the heart of the East Bay Regional Park District, a splendid system of 65 parks covering more than 119,000 acres and 29 regional hiking trails stretching 1,200 miles in Alameda and Contra Costa Counties. Jack London Square, the waterfront area, and beautiful Lake Merritt are destinations enjoyed by both residents and tourists. Sports enthusiasts enjoy professional events including the Oakland Raiders and Oakland A's.

Oakland is a major economic force in the region. As a center for international trade, the Port of Oakland is the nation's fifth busiest container port. The Oakland International Airport is served by 12 major domestic and international airlines. Oakland is home to several corporate headquarters including Clorox, Kaiser Permanente, Pandora, Dreyer's Grand Ice Cream, and Revolution Foods. Many of these corporations are in close proximity to new businesses and various small retail shops that have sprung up in the downtown area. High quality educational opportunities abound as six major universities, including U.C. Berkeley, are within a 40-mile radius.

Oakland is enjoying the region's economic boom, which has spurred increased investment, development and building. The former Oakland Army Base is engaged in a \$400 million revitalization and redevelopment process; and \$115 million of new construction and improvements have recently been completed in downtown Oakland. In addition, Coliseum City, a plan to transform the Oakland-Alameda County Coliseum Sports Complex area, is an opportunity to create an international gateway to Oakland that is a destination in itself with hotels connected to the Airport Connector, major retail, other entertainment venues, office buildings and a residential community. In concert with ongoing development efforts, the City urgently strives to maintain a balance between preserving its cultural, historic and ethnic richness and the unintended consequences of gentrification. The City is a regional hub for multicultural arts and boasts one of the largest visual and performing arts communities on the West Coast. Oakland is home to two major historic entertainment venues that anchor Oakland's emerging downtown entertainment district—the Paramount

Theatre and Fox Theatre. The City has completed its part in a \$350 million revitalization effort to create a multifaceted government center that links major historical landmarks with new developments. Oakland is a mature city that has been able to preserve its abundant natural beauty and holds a wealth of resources and opportunities.

Oakland, like many major cities, especially in California, is in a housing crisis. Market forces are driving skyrocketing rents, home prices and land values. In the midst of a thriving and robust economy, Oakland is experiencing massive displacement, homelessness and economic disparity that creates tremendous challenges and unparalleled opportunities.

## CITY GOVERNANCE STRUCTURE

The Mayor is elected at-large for a four-year term and is head of the executive branch. Oakland's legislative body is the City Council and is comprised of eight Council members. One Council member is elected "at-large" while the other seven Council members represent specific districts. All Council members are elected to serve four-year terms.

The Mayor appoints the City Administrator who is responsible for all city operations and is supported by two Assistant City Administrators. The City Administrator has overall responsibility for day-to-day administrative and fiscal operations of the City including hiring of Department Directors.

## HOUSING & COMMUNITY DEVELOPMENT DEPARTMENT

The Housing & Community Development Department's mission is to provide "Affordable Housing for All." One of the City core values is ensuring all Oakland residents have decent and affordable housing in healthy, sustainable neighborhoods with full access to life-enhancing services. HCD works to create and preserve affordable housing by:

- Supporting organizations that develop and preserve affordable rental and owner-occupied housing.
- Providing direct assistance to first-time homebuyers and existing homeowners.
- Administering the City's programs to stabilize rents and ensure compliance with the Just Cause for Eviction Ordinance.
- Supporting organizations that provide economic development, public facilities, infrastructure, and social services for low to moderate income communities.

HCD has an annual operating budget of \$48 million for FY 2019-2020. The department manages CDBG, HOME, HOPWA, ESG and FEMA grants that total \$14 million and a managed housing loan portfolio of 2400 loans totaling \$533 million that generates annual loan payments of \$4.7 million. The department is also responsible for deploying capital from a voter-approved bond measure (Measure KK) as well as receipts from the City's Affordable Housing Impact Fee collected on residential new construction. HCD has a dedicated and committed staff of 76 full-time equivalent employees. The department is comprised of six (6) units:

Fiscal & Administration, Housing Development Services, Rent Adjust Program, Residential Lending Services, Community Development Block Grant, and the Housing Resource Center. These units deliver the critical housing and community development programs and services.

## DIRECTOR OF HOUSING & COMMUNITY DEVELOPMENT

The Director of Housing & Community Development is a key member of the City's Executive Team and an at-will management-level position. The Director provides leadership city-wide on all matters relating to housing and community development programs and activities, including affordable housing development, promoting and preserving homeownership, rent stabilization, and housing assistance. Reporting to an Assistant City Administrator, the Director plans, directs and leads the work and overall management of the Housing and Community Development Department.

The Director must collaboratively develop and implement a strategic action plan that carefully aligns the work of the units with the department's mission of providing "*Affordable Housing for All*" and accomplish the goals of the Mayor and Council's housing strategy ensuring future and equitable housing development that preserves and retains the city's diverse populations. Because of the urgency to address the housing crisis, it is critical for the Director to collaborate and partner with the Mayor's office and other city departments including Planning and Building, Transportation, Public Works, Race and Equity, Economic and Workforce Development and Human Services, as well as with other jurisdictions and housing stakeholders. The position leads the work of staff and consultants in the completion of various studies, including current and long-range housing and community development initiatives; develops specific policy proposals to address current issues; oversees drafts of resolutions and ordinances for action by the City Council and other strategic initiatives that facilitate the delivery of the City's progressive housing strategy.

The Director appears before the City Council, Council Committees, City Planning Commission, public agencies, community groups, officials from other jurisdictions, and other organizations regarding the City's housing and neighborhood development needs, goals and policies. The Housing & Community Development Director is an essential member of the City's Housing Cabinet and will play an integral part in assuring that innovative housing production funding techniques are implemented to meet the affordable housing and other goals identified in the Housing Cabinet report.

This is a pivotal moment to address the impact of affordable housing crisis on the City of Oakland. The new Director will be charged with addressing the following key priorities quickly:

- Develop strong working relationships with department partners to eliminate barriers to housing production and ensure coordinated and seamless project and service delivery.

- Reactivate the department's housing policy function to establish itself as a proactive data-driven policy developer. Develop housing policy objectives that ensure the appropriate funding sources and city-wide buy-in and focus are in place to expedite affordable housing production and preservation. Ensure the department is connected to and a participant in regional, state and federal housing policy initiatives.
- Within the context of a severe and ongoing housing crisis in the City, conduct an assessment of the department's: organizational structure, operations, systems, workflow processes, and current housing and community development programs' effectiveness; identify capacity gaps and opportunities and recommend a sustainable and fiscally responsible infrastructure that maximizes staff's skills and abilities, enhances fiscal reliability, addresses programmatic redesigns, systems and technology improvements to accomplish the department's goals and objectives. The City has issued an RFP to conduct some of this assessment prior to a new Director being appointed. The Director will be involved in coordinating and managing the process in conjunction with the Assistant City Administrator who is currently serving as the Interim Director. Underpinning the assessment will be how the department carries out its work in a way that addresses all aspects of equity and inclusion.
- Create a collaborative, communicative and cohesive work culture with strong staff accountability and performance management that is timely, and results driven. In conjunction with other departments, establish a housing communication model that is transparent and responsive to the needs of all internal and external stakeholders and educates the public on department priorities, goals, accomplishments, market trends and program updates, city-wide plans, etc.

## IDEAL CANDIDATE

The ideal candidate for the Housing & Community Development Director will be a seasoned pragmatic housing and community development leader with technical expertise in housing delivery systems, financing, and construction, and a strong track record in increasing affordable housing. The successful candidate must share Oakland's core values and possess an inspirational leadership style with exceptional people skills and an endearing demeanor. The ideal candidate will be a visionary dedicated to providing affordable housing opportunities in a rapidly changing regulatory environment that requires enhancing organizational efficiencies; implementing innovative housing production strategies; and promoting progressive housing policy development. Moreover, the candidate must have demonstrated experience managing people, organizations and systems change in a manner that builds leadership trust and promotes teamwork. The successful candidate will be politically astute, but apolitical, with a high level of sophistication, emotional intelligence, and multicultural competence and experience working effectively with diverse stakeholders in highly political environments. The successful candidate will possess excellent oral and written communication skills, be

quick to understand how to navigate city functions and the department's role within the city.

The new Director will have a background in public sector housing and community development at the executive level and/or in non-profit housing development at the senior leadership level role in a complex and diverse urban environment, bring a demonstrated track record, and commitment to equity and inclusion. The selected Director must have a vision and understanding of equitable housing production and program delivery including the use of equity tools.

The candidate will have:

- A sense of urgency and proactive commitment to stimulate affordable housing production and preserving the cultural, historic, and ethnic richness of Oakland;
- Demonstrated knowledge and experience with affordable housing programs, financings, complex finance sources including oversight of HUD Programs;
- Knowledge of Federal, State and municipal laws and regulations, governing housing and community development projects and programs, including HUD regulations as well as best practices and techniques of housing production and construction;
- Experience working in partnership with developers, affordable housing and preservation activists, community planning groups, neighborhood associations, neighborhood development corporations and other community-based organizations and the public in seeking input on housing development and landlord tenant rights matters;
- Proven ability to convene, collaborate, and galvanize stakeholders to work together to benefit Oakland, including track record of authentic community building and engagement and participatory processes;
- Adept at implementing and achieving solutions that are grounded in data performance metrics and measurable outcomes;
- Sensitivity to the interests and emerging needs of diverse stakeholder groups, strategic partners, elected officials, administrative staff and colleagues, with the ability to manage expectations;
- Organizational and fiscal management skills and noted for transparency, clarity and aligning resources to outcomes;
- A leadership style that is decisive yet flexible and authentic; an effective risk taker with proven mediation and convening skills;
- A set of values characterized by humility, innovation, compassion, collaboration, service excellence, and responsive leadership; and

- Emotional maturity, trustworthy, personal and professional integrity, and a sense of humor.

## EDUCATION AND EXPERIENCE

*The following qualifications are guidelines, as the appointing authority has broad discretion in filling positions in this classification.*

### Experience:

Five to eight years of executive management experience in housing development, neighborhood development or a related field. Experience with federally funded programs is desirable.

### Education:

Bachelor's degree from an accredited college or university in city planning, business or public administration, real estate, or a related field. A Master's Degree is desirable.

## COMPENSATION & BENEFITS

The salary for this position is **\$146,562.36 to \$219,843.48** depending on experience and qualifications.

The City of Oakland also offers an attractive benefits package that includes participation in CalPERS (California Public Employees' Retirement Systems) with a pension formula of 2.5% @ 55 (for Classic PERS members) and 2% @ 62 for new PERS members. Employees currently contribute 8% of pre-tax wages.

## APPLICATION PROCESS

To be considered, please submit your resume and cover letter outlining the background and experience that makes you the ideal candidate electronically to [dir.hcd@thehawkinscompany.com](mailto:dir.hcd@thehawkinscompany.com) by **October 4, 2019**. Resumes received by **October 4, 2019** will receive first consideration. The position is open until filled.



### THE HAWKINS COMPANY

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For additional information or questions, please contact Ms. Brett Byers at 323-403-8279, [brett@thehawkinscompany.com](mailto:brett@thehawkinscompany.com) or Mr. Bill Hawkins at 213-308-0945, [bill@thehawkinscompany.com](mailto:bill@thehawkinscompany.com).

*The City of Oakland is an equal opportunity employer, values workforce diversity and seeks to create an environment and culture that embraces employee differences. All qualified applicants are considered in accordance with applicable laws prohibiting discrimination on the base of race, religion, color, gender, age, national origin, sexual orientation, physical or mental disability, marital status or veteran status or any other legally protected status.*

