



KING COUNTY REGIONAL HOMELESSNESS AUTHORITY

CHIEF EXECUTIVE OFFICER (CEO)
Leadership Profile



KING COUNTY REGIONAL HOMELESS COLLABORATION

King County is the 12th most populous county in the US, with a population of more than 2.2 million people. With a racially diverse and an ethnically varied urban core, King County and its largest city Seattle are nationally recognized for their progressive approach to meeting the needs of their communities through creative, community-centered and civically engaged responses. King County is home to 39 cities, its largest city, Seattle has a population exceeding 609,000, is the 25th largest city nationally. King County consists of 38 municipalities outside of Seattle ranging in population between under 500 residents and 145,000 in the county's second largest city. Additionally, there over 250,000 rural residents of unincorporated King County, where King County is the primary services provider. King County is the economic engine and cultural center for one of the most vibrant, diverse, and beautiful areas in the United States.

Due in large part to rapidly increasing income inequality, lack of housing affordability, and demand for services that exceeds what is currently funded, homelessness has been an ongoing and extraordinary challenge for the City of Seattle and King County, and, most importantly, community members who experience homelessness. While the region contains nationally recognized innovative approaches to homelessness, the system remains disconnected and inadequate. According to the 2020 Point-In-Time count, there were 11,751 people experiencing homelessness in King County. This represents a 5% increase over 2019; 53% of this number were sheltered, 47% were unsheltered, which has remained consistent for three of the last four years.

On December 18, 2019, King County Executive Dow Constantine and Seattle Mayor Jenny Durkan entered into an Interlocal Agreement approved by the Metropolitan King County Council, Regional Policy Committee, and the Seattle City Council creating a new King County Regional Homelessness Authority to oversee a coordinated and unified response to homelessness. The legislation marks unprecedented collaboration between the Seattle, King County, King County's cities, and people with lived experience, to improve the coordination of services, funding, and governance in addressing the crisis of homelessness.

KING COUNTY REGIONAL HOMELESSNESS AUTHORITY (KCRHA)

Mission: *The mission of the King County Regional Homelessness Authority is to significantly decrease the incidence of homelessness throughout King County by centering customer voice to respond to needs and eliminate inequities.*

Theory of Change: *If we create a homeless response system that centers customer voice, then we will be able to focus on meeting needs and eliminating inequities, in order to end homelessness for all.*



Organization: *Through an Interlocal Agreement (ILA), establish an independent Governmental Agency between King County and the City of Seattle. Additional cities may subscribe to the ILA and coordinate services. The Regional Homelessness Authority will oversee all homelessness crisis response programming, from preventing folk at imminent risk of homelessness from losing housing to assisting persons experiencing homelessness to regain housing.*

Racial Equity and Social Justice Structure for Accountable Decision-Making: *Ensures that the homeless service system's processes and policies are designed to proactively eliminate racial inequities and advance equity. This decision-making structure is mandated by the ILA.*

Guiding Principles: *The KCRHA shall ensure accountability across all of its activities, decision-making processes and strategic planning to its customers, defined as individuals and families experiencing homelessness or at imminent risk of homelessness; address racial-ethnic and other statistical disproportionalities amongst people experiencing homelessness; establish equity-based decision-making; make data-driven decisions and incorporate evidence-based and best practices in development of policies, programs and funding; as feasible address provider pay structures and capacity; create institutional alignment across systems; and value distinctions in local context, needs and priorities across the County.*

KCRHA GOVERNANCE AND ESTABLISHMENT:

The Interlocal Agreement requires:

The Governing Committee (12 members): King County Executive and two King County Councilmembers including one representing a district including Seattle; Mayor and two Seattle City Councilmembers; three members representing the Sound Cities Association; and three members representing people with lived experience has oversight and accountability for the entity and can only make major amendments to plans and the budget with a supermajority (2/3) vote. CEO will report quarterly to the Governing Committee and may be removed by a supermajority vote.

The Implementation Board (13 members): Three appointed individuals with lived experience and ten appointed experts from criminal justice, fiscal oversight, physical and behavioral health, affordable housing, research or evaluation, equity, business, homelessness services, labor unions/workforce, youth services, and child welfare services which will make recommendations as it relates to policy plans and budget. The CEO will report directly to the Implementation Board.

The Chief Executive Officer (CEO): The CEO is recommended by the Implementation Board and confirmed by the Governing Committee. The CEO will be responsible to and report to the Implementation Board for the effective operations of the Authority. The CEO will provide quarterly reports to the Governing Board and may be removed by a supermajority of the board.

The CEO retains responsibility for managing the HUD mandated Continuum of Care annual Point in Time Count and will recognize the Continuum of Care Board to serve as an advisory committee to the regional authority and in alignment with mandatory federal HUD requirements.

The KCRHA (The Authority): The Authority will launch officially in early 2021. It is the unifying force, developing and adopting a new Five-Year Plan to define objectives and strategies for services addressing homelessness that will both address the need today and efforts to end homelessness going forward. Through implementing the Theory of Change, the Authority, implements the Crisis Response System through planning, policies, budgeting, and contracting programs and services. With the strong support of the Sound Cities Association, the Authority will also develop sub-regional plans as part of the overall response plan.

At the appropriate time, relevant staffing positions for the Authority will no longer be employed by the City of Seattle and King County, and their functions will move to the Authority as stipulated by the Agreement. The staffing structure of the Authority will ultimately be the responsibility of the new CEO and the leadership team. The new Authority will be funded per the Interlocal Agreement by the City of Seattle and King County. It is anticipated the funding commitments for 2021 will be between \$120M and \$150M. The fiscal year is a calendar year that begins January 1, 2021 and ends December 31, 2021.

It will be incumbent upon the CEO to create relationships with leadership in adjacent systems, especially those whose clients often experience homelessness, and foster a wholistic response to homelessness. With a central plan and unified vision, the Authority will be able to work with all partners people with lived experience, advocates, service providers, governments, business, and philanthropy, to identify how best to use all contributions and resources to respond to needs and eliminate inequities in order to end homelessness for all.



*In a capitalistic society
Poverty is
worse than slavery
Thurgood Cross*

Portraits of Homelessness - The Seattle Times

THE CEO'S CHARGE

The CEO leads the Authority in its mission to create and administer a cohesive high-quality, customer-centered homelessness service system for Seattle/King County by refining and redesigning the network of services and programming that support the needs of people experiencing or at imminent risk of homelessness.

The crisis response system in Seattle/King County offers programming across the experience of homelessness, from diversion to helping people move quickly back into housing; to street-outreach aimed at creating trusting relationships to help people access shelter and services; to shelter, where respite in a safe space helps people prepare for housing; to rapid re-housing, that supports people as they move from homelessness to housed.

Working with key strategic partners including the departments of housing, public and behavioral health, human services, criminal justice, the judiciary, child welfare and others throughout the City and County, the CEO will lead the Authority to:

- Create and manage a comprehensive crisis response system that includes a suite of services informed by the needs of people experiencing homelessness that are rooted in the evidence-based practices of housing first, harm reduction and trauma-informed care;
- Increase access to programs like diversion from homelessness to rapid re-housing programs that quickly move people into safe, affordable homes and ensure that for each person experiencing homelessness, being sheltered can be a reality;
- Structure and operate the region's Coordinated Entry System to ensure access, triage and referrals to crisis & housing programs are done in a fair and equitable manner;
- Administer the Homeless Management Information System, using the data to inform decisions and evaluate program and system performance;
- Develop a five-year plan, informed by customers and stakeholders, and support the development of sub-regional plans that reflect the shared vision and value of addressing the crisis of homelessness within and across cities across King County.



THE POSITION OF CHIEF EXECUTIVE OFFICER

The CEO position is unique and complex: the CEO is a leader on the homelessness crisis, a tireless advocate within the political, policy and provider communities whose leadership will result in a reimagined homeless response system and suite of services that advances equity and racial justice, and positively impacts people experiencing homelessness. To accomplish this objective, the new CEO and staff will serve as key partners and collaborators working with people with lived experience, financial partners, political entities agencies serving the homeless, whether directly or indirectly; the homeless advocacy community; the media; the affordable housing community; philanthropy; and academia. The CEO serves as the primary external ambassador of the Regional Authority and is responsible for leading the region's ecosystem to address homelessness.

The new Authority under the leadership of the CEO will work closely with the Lived Experience Coalition, the Mayor of Seattle, the Seattle City Council, the King County Executive, the King County Council, and elected officials and stakeholders of the 38 cities in the County. Guided by the Theory of Change, the CEO engages community partners and customers to design strategies to oversee and embed equity in the Authority's day-to-day operations.

Reporting directly to the Implementation Board, the CEO is part of a cross-agency, intergovernmental leadership community in Seattle/King County. The CEO is also accountable to the Governing Committee. At the launch of the organization, the CEO will create an executive leadership team of five or more direct reports and will manage 75+ individuals through layers. The annual budget will be approximately \$120M.

One of the key hallmarks of success will be the establishment of accountability metrics as a key gauge of system and program performance. The metrics for accountability must be developed in partnership with customers, providers, partner agencies, funders, communities throughout the county and other stakeholders as needed. The CEO will be ultimately accountable to people experiencing homelessness.

Priorities: For the first 18 to 24 months, the new CEO will be expected to focus on the following:

- Establish the internal infrastructure of the Authority including hiring staff, developing a shared vision, mission and purpose;
- Develop a five-year organizational strategic plan that is guided by a theory of change, including specific measurable actions, outcomes and goals informed by regional planning;
- Develop a shared core value and accountability system that will serve as the framework for all key partners communities and the services delivery system;
- Begin the reimagination and design of a services system that is: streamlined and administered by the Authority, shaped by the principles and values of advancing equity and racial justice, and committed to achieving the goals of creating pathways to shelter and life experiences that positively impact people currently experiencing homelessness;
- Develop immediate strategies designed to address the racial disparities of the current system;
- Identify additional resources to support agency operation, as required;
- Develop and maintain partnerships with community-

based organizations, potential resourcing partners and other government agencies to support strong engagement and create opportunities for collaborative partnerships;

- Provide regular updates to all stakeholders, including general public.

OPPORTUNITIES

There are exciting opportunities for the new CEO to design new processes and programs that address historic fractures and resulting inefficiencies of the homelessness service delivery system, the natural result of a system where the two largest funders were not always in synch. The new Authority will combine resources from the City of Seattle and King County into one coordinated and effective response to homelessness across the county. The CEO will also help units staffing from both jurisdictions, and blend culture with the CEO's vision and mandate.

The CEO will tackle racial disparities throughout the system, as noted by a key constituent group: The Lived Experience Coalition. The disparities manifest across all programs. A new approach to access and delivery of services needs to be imagined and developed, built around the needs of the customers, people experiencing homelessness. Every aspect of the Authority's work must be created and conducted through an anti-racist lens, with persons experiencing homelessness at the center.

Finally, the majority of services within the crisis response system is in the City of Seattle, resulting in a disproportionately high number of persons experiencing homelessness in Seattle. There are 38 cities and towns in the county that vary in terms of services, most with substantially fewer services in their communities. The Sub-Regional planning process needs to result in shared values and a shared commitment to end homelessness in the county that is informed by local experience and context.

THE IDEAL CANDIDATE

The King County Regional Homelessness Authority (KCRHA) is seeking a transformational and visionary leader who holds ending homelessness as a core value; who is knowledgeable of best practices and understands the urgency to shelter the unsheltered. In sum: an adaptive organizational leader who has a passion for the mission and function of KCRHA.

The new CEO and leader of KCRHA should be able to articulate and advocate for the core values, mission and priorities of KCRHA to all key stakeholders and constituent interests and represent the kind of leadership that joins everyone in the idea that ending homelessness and building an equitable ecosystem for persons experiencing homelessness is the business of KCRHA.

The ideal candidate should have demonstrated experience in the following areas:

- Demonstrated success in launching and stewarding a new complex and highly visible agency or endeavor;
- Leading a complex organization that is responsive to varied stakeholders and subject to political, public and media attention;
- Creating systems that support the needs of people experience homelessness in crisis; experience in system design for populations experiencing homelessness a plus;
- Demonstrated track record of and commitment to building, growing and sustaining a culture of diversity, equity and inclusion where racial equity is operationalized as a practice and outcome;
- Experience working in a culturally diverse and urban and suburban environment;
- Demonstrated fiscal oversight of multiple/complex funding streams and understanding of the financial integrity and complex fiscal issues of interagency collaboration in support of meeting the needs of people experiencing homelessness;



YOU SHOULD ASK US
NOT THE PEOPLE WHO DON'T
UNDERSTAND OUR SITUATIONS
ABOUT HOW TO FIX
OR IMPROVE THINGS
AND STOP TAKING AWAY OUR
COOL HOUSES. WE WORK HARD
ON IT

- Demonstrated people leadership experience who has a noted style for being as a champion of staff and others, inspires trust and leads others toward the achievement of goals;
- Demonstrated adaptive organizational and people management experience working within a complex governance structure;
- Demonstrated experience working well with and leading elected officials, advisory boards, and officials from all levels of government, the public, and the media.



LEADERSHIP QUALITIES:

- Coalition builder, collaborator and convenor noted for the ability to speak truth to power and 'thick skin';
- Leadership style marked by a sense of humility, empathy and discernment;
- Ability to be an innovative; out of the box and strategic thinker that can envision and create service delivery systems that are responsive to client needs;
- Flexibility and the interest to change course when necessary;
- Politically astute and extensive experience working with elected officials;
- Ability and willingness to engage in healthy conflict.

QUALIFICATIONS

Relevant Experience – Ten plus years of related work experience in the government, non-profit, private sector organization or related field. The applicant should also possess experience successfully working with a governing board and elected officials.

Relevant Education – A Bachelor's degree or master's degree (preferred) in business/a public administration, or related field or equivalent experience in organizational operations and oversight in homelessness services, housing, or other related human, social services fields.

COMPENSATION & BENEFITS

Compensation will be dependent on qualifications and career accomplishments. Specific salary placement will be based upon the evaluation of a candidate's overall ability to provide exemplary leadership to KCRHA.

THE SELECTION PROCESS

This is a *confidential process* and will be handled accordingly throughout all phases of the recruitment and selection process.

Nominations and submittals from interested candidates are desired immediately and/or by **December 4, 2020**. The recruitment is open until the position is filled. Candidates are strongly encouraged to apply early; evaluation of qualifications will be done throughout the recruitment process. Only a select number of highly qualified individuals will be invited to participate in a formal interview process.

An electronic version of all submittals is required. Interested candidates should apply immediately by sending a comprehensive resume and compelling cover letter of interest to: kcrha.ceo@thehawkinscompany.com by **December 4, 2020**. Resumes received by **December 4, 2020** will receive first consideration. The position is open until filled.



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Confidential inquiries are welcome. For additional information or questions, please contact Ms. Brett Byers at 323-403-8279, brett@thehawkinscompany.com or Ms. Christine Boulware at 312-391-6098, chris@thehawkinscompany.com

KCRHA is committed to a policy of Equal Employment Opportunity and will not discriminate against an applicant or employee based on the basis of race, creed, religion, color, national origin, age, alienage or citizenship status, ancestry, nationality, national origin, marital or domestic partnership or civil union status, familial status, sex, pregnancy, gender identity, or any other characteristic protected by federal, state or local law. In addition, **KCRHA** will provide reasonable accommodations for qualified individuals with disabilities.