

CITY OF TULSA, OKLAHOMA

Housing Policy Director

This is a unique opportunity for an experienced professional to spearhead the City of Tulsa's housing policy work and play an important role in the Office of the Mayor.



CITY OF
Tulsa
A New Kind of Energy.™

■ TULSA

Tulsa was born as a boomtown, at the front lines of the oil rush. Having the faith to drill a hole in the ground – praying to strike oil – was the risk-taking and innovation that ushered in a period of innovation and invention in the 20th century.

The City has kept that spirit of risk-taking and innovation ever since. As a town with plenty of land to grow, the community built the nation's third-highest concentration of art deco skyscrapers in the country – because that's what world-class cities did. After two devastating floods, the community united and spent the next two decades building the nation's best stormwater management system. And when it came to building a downtown arena, Tulsa selected a top-notch architect – Cesar Pelli – to build a masterpiece in the BOK Center that sparked the downtown renaissance, and ranks as one of the top arenas in the world. That risk-taking and innovation has been matched with a community that cares deeply about one another. Tulsa is a community that welcomes, provides opportunity, and takes care of one another.

That spirit of community has built the second-largest community foundation in the nation, and a United Way that is in the top one percent in per capita giving. A commitment to everyone's success led to the creation of Tulsa Achieves, an initiative launched in 2007 that provides full tuition and fees to Tulsa Community College for every high school senior that graduates with a 2.0 grade average – and set the standard for similar programs across the country. The focus on data-driven investments led to universal early childhood education and three Educare sites serving communities with the biggest gaps in early development. And, the belief that the community is strongest when it comes together led to the largest private gift to a public park in U.S. history, The Gathering Place – intentionally designed for all Tulsans to come together and connect with one another.

Tulsa is building a world-class city. Join our team to help build a housing initiative that will continue to strengthen our community.

■ THE COMMUNITY

Tulsa's community leaders have focused on providing a rich quality of life for all of its residents. As the second-largest city in Oklahoma and the 47th largest city nationally, Tulsa is ranked in the Top 10 of *Resonance's Best Small Cities* and was featured by the *New York Times* in 2017 and the *Los Angeles Times* in 2018 as a top destination.

Tulsa has also developed a reputation for being a great home for entrepreneurs – where the community supports creativity, ingenuity, and measured risk-taking. The cost of living is 6% lower than the national average, and it was ranked as one of the Top 10 housing markets in 2018.



Tulsa has also received numerous recognitions for the economic opportunity and quality of life it provides:

- ◆ No. 1 City Among Top 25 Most Affordable Cities to Live & Work 2019 (BusinessStudent.com 2018)
- ◆ No. 1 U.S. city where incomes are growing the fastest (GOBankingRates.com 2017)
- ◆ No. 1 state with lowest overall business tax burden (Anderson Economic Group 2017)
- ◆ No. 1 city among top 100 U.S. metros on growth and inclusion (Brookings Institute 2016)
- ◆ No. 1 best place for women to start a business (Thumbtack.com 2016)
- ◆ No. 2 state in the 2017 Index of Startup Business Activity (Kauffman Foundation 2017)
- ◆ No. 3 most popular city for extremely active millennials (ActiveNetwork.com 2017)
- ◆ No. 3 among top U.S./European cities for innovative municipal problem solving (Cities of Service, 2018)
- ◆ No. 5 best city for first-time homebuyers (Smartasset.com 2017)
- ◆ BOK Center: Named "Arena of the Year" in 2016, and ranked as the #17 arena in the U.S. in 2017
- ◆ Cain's Ballroom: Ranked in the top 25 for ticket sales worldwide for venues of its size
- ◆ Guthrie Green: Named a 2016 American Planning Association "Great Public Space"; was a 2014 finalist for the Urban Land Institute Open Space Award; and, received the 2014 World Architecture News award for best example of urban design
- ◆ Gathering Place: Ranked the No. 1 Best New U.S. Attraction for 2018 by USA Today, this nearly 100-acre park along Tulsa's riverfront came from the largest private gift made to a public park in U.S. history, and is estimated to attract 1 million visitors annually

■ CITY GOVERNMENT

The City of Tulsa is governed under a strong mayor-council form of government, with the Mayor elected for four-year terms and nine Council members, representing unique districts in Tulsa, elected every two years. Under this form of government, the Mayor is authorized to build a cabinet of 16 individuals that help govern the city and execute on their key priorities. The Housing Policy Director would serve as a member of this cabinet in the Office of Community Development & Policy.



G.T. Bynum currently serves as the Mayor of Tulsa. In his time serving the City of Tulsa, Mayor Bynum has focused on developing innovative, data-driven solutions to tackling the City's challenges, and a commitment to integrating principles of equity and social justice in the City's policy development. In 2018, Tulsa was selected as one of three cities – and the only one in the U.S. – to be selected for the Cities of Service Engaged Cities Award. In 2016, it was selected by the Rockefeller Foundation as one of its 100 Resilient Cities: prioritizing civic engagement and strategic investment through a lens of addressing racial disparities.

MISSION STATEMENT

To build the foundation for economic prosperity, improved health and enhanced quality of life for our community.

■ OPPORTUNITIES & CHALLENGES IN HOUSING POLICY

Tulsa has made significant strides in housing as a community and was recently awarded a coveted Choice Neighborhoods Implementation Grant from the U.S. Office of Housing and Urban Development (HUD), providing \$30 million in federal funding to revitalize the River West neighborhood. True to Tulsa's philanthropic spirit, this \$30 million has been matched by \$97 million in local contributions and the partnership of more than 43 community organizations. The philanthropic community is deeply invested in providing affordable housing, with examples like the Zarrow Foundation providing a \$6.7 million grant to Habitat for Humanity and the Mental Health Association of Oklahoma's \$54 million campaign to purchase over 1,100 additional units of affordable housing in Tulsa.

But Tulsa faces some significant systemic challenges that we are seeking to address through this role. Currently, 23,500 extremely low-income renters in Tulsa County, but fewer than 7,000 affordable rental units. In the City of Tulsa's recently-commissioned CitiVoice Index, done in partnership with Gallup, 36% of Tulsans found affordable housing access difficult or very difficult, while 30% of Tulsans making less than \$27,000 annually did not have sufficient funds to provide adequate shelter or housing in the last 12 months. Tulsa was recently ranked 11th in its eviction rate (Evictions Lab), which has a traumatic and disruptive impact on our underserved residents and disproportionately impacts communities of color. Existing housing stock fails to meet the need of Tulsa's poorest communities due to poor physical condition, significant health issues, and other structural problems. And finally, consequences of rapid growth and development include gentrification as home and rental prices surge – pricing out existing residents.

■ THE POSITION

The Housing Policy Director will function within the Office of the Mayor, and report directly to the Chief of Community Development and Policy. In partnership with the Chief of Community Development, Chief of Economic Development, Working in Neighborhoods Director, and Tulsa Housing Authority Executive Director, the successful candidate will develop and implement a comprehensive affordable housing strategy for the City of Tulsa as outlined.

Housing Strategy Development and Implementation

- ◆ Develop and implement affordable housing development incentives to attract qualified developers and prioritize development in alignment with other community goals: residential growth in Downtown Tulsa, increased mixed use density on Tulsa's transit corridors, and the revitalization of emerging neighborhood districts.
- ◆ Develop innovative policy solutions and incentives to increase the safety, health, affordability, and preservation of existing housing stock in Tulsa, and to promote strategic infill development that creates vibrant, sustainable mixed income neighborhoods.
- ◆ Identify and implement local and state policy changes that will reduce Tulsa's high rate of evictions.
- ◆ Develop strategic partnerships with, and serve as a convener for, city and state housing agencies, not-for-profit entities, philanthropic organizations, and for-profit developers focused upon housing development and preservation within Tulsa.
- ◆ Align the city's use of federal housing program funds to effectively achieve key outcomes of neighborhood revitalization and affordable housing preservation and development.
- ◆ Market the city's affordable housing demand and unique opportunities to experienced and qualified developers.

State and Federal Housing Programs

- ◆ Research, analyze, and apply new and existing federal and state housing programs as they relate to the city's affordable housing goals.
- ◆ Identify and initiate needed changes in city policies and procedures to qualify for and implement existing federal and state programs.

Housing Program Research, Analysis, and Evaluation

- ◆ Develop and implement internal mechanisms for the continuing review of programs administered by the city. Review the resultant data and make recommendations based on that data.
- ◆ Perform technical research, analysis, and evaluation in key policy areas, including: innovative policymaking, program development, funding sources, operational procedures, and management systems.



Community Engagement

- ◆ Identify opportunities for greater community interaction in expanding the city's affordable housing stock.
- ◆ Develop an educational campaign to inform citizens on what affordable housing is, who it serves, and about its critical role in strengthening and growing the local economy.

THE IDEAL CANDIDATE

The ideal candidate will be capable of stepping up as a key member of the city's leadership team and exhibit a dynamic, innovative approach to this important work. The successful candidate will have the opportunity to make his or her mark at a national level as the city approaches housing policy for the first time in a significant way. Candidates should exhibit the following core competencies and traits:

Strategic Leadership: Provide direction by clearly and effectively setting courses of action.

Solid Commitment: Set high standards of performance; pursue aggressive goals and work hard/smart to achieve them; strive for results and success; convey a sense of urgency and bring issues to closure; and persist despite obstacles and opposition.

Effective Communication: Ensure important information is passed on to those who need to know; convey necessary information clearly and effectively orally or in writing; demonstrate attention to, and convey understanding of, the comments and questions of others; and listen effectively.

Customer Service: Meet/exceed the expectations and requirements of internal and external customers; identify, understand, monitor and measure the needs of both internal and external customers; talk and act with customers in mind; and recognize working colleagues as customers.

Analytical Mind: Synthesize complex or diverse information; collect and research data; and use intuition and experience to complement data.

Quality Work: Demonstrate accuracy and thoroughness; look for ways to improve and promote quality; apply feedback to improve performance; and monitor own work to ensure quality.

Responsiveness and Accountability: Demonstrate a high level of conscientiousness; hold oneself personally responsible for one's own work; and do the required fair share of work.

Integrity and Confidentiality: Must abide by strict ethical standards, integrity, objectivity, and confidentiality when dealing with financial information and budget analysis; and must avoid any personal conflicts of interest.

Education and Experience

The ideal candidate will possess at least ten years of professional and administrative experience in affordable housing and public administration at the municipal, state, and/or federal level. A Bachelor's degree in business, public administration, or a related field is required with a Master's degree preferred.

COMPENSATION & BENEFITS

The salary range for this position is up to **\$125,000. Actual salary will be dependent on the qualifications and experience of the successful candidate.** The City offers an excellent variety of generous benefits and incentives: <https://www.cityoftulsa.org/government/departments/human-resources/employment/employee-benefits/>



APPLICATION & SELECTION PROCESS

The initial review of resumes will occur on **Friday, March 8, 2019**. To be considered for this opportunity, please submit a cover letter, resume, and a list of six professional references (who will not be contacted without prior authorization): <https://secure.cpshr.us/escandidate/JobDetail?ID=431>

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Resumes will be screened in relation to the criteria outlined in this brochure. Candidates deemed to possess the most relevant qualifications will be invited to participate in an interview with the consultant in early March. Subsequently, the most qualified candidates will be invited to participate in a selection process that will occur in Tulsa later in March. An appointment is tentatively expected by early April, following the completion of in-depth reference and background checks to be coordinated with the successful candidate.

The City of Tulsa is an equal opportunity employer and values diversity at all levels of its workforce.