



MONTGOMERY
HOUSING AUTHORITY



Chief Operating Officer Position Description

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

Kimberly Henry

kimberly@gansgans.com

Phone: (813) 986-4441, Fax: (813)986-4475

Gans, Gans & Associates

7445 Quail Meadow Road, Plant City, FL 33565 ♦ 813-986-4441

www.gansgans.com

The Montgomery Housing Authority

The Montgomery Housing Authority (MHA) is the largest affordable housing provider in Montgomery, Alabama, and the third largest public housing authority in the state. Established in 1939 under President Franklin D. Roosevelt's New Deal economic relief initiatives, the agency serves as a vital community partner managing housing assistance for over 4,200 families. MHA operates under the evaluation and funding of the U.S. Department of Housing and Urban Development (HUD).



Core Housing Programs

- **Public Housing Program:** MHA directly owns and manages eight public housing properties, accommodating more than 1,400 low-income families, elderly individuals, and disabled residents.
- **Housing Choice Voucher Program (HCVP):** Formerly known as Section 8, this program administers over 3,000 vouchers across Autauga, Elmore, and Montgomery Counties. It provides rental subsidies so eligible families can rent from private market landlords.
- **Special Purpose Vouchers:** MHA handles specialized vouchers including the HUD-VASH program for homeless veterans, the Foster Youth Initiative for young adults exiting foster care, and Project-Based Vouchers tied to specific units.

Prominent Properties & Mixed-Finance Communities

MHA has systematically transitioned from traditional distressed projects to modern, mixed-finance communities using Low-Income Housing Tax Credits (LIHTC):

- **The Plaza at Centennial Hill:** Built as a modern multi-phase redevelopment of the historic Victor Tulane Court, offering 258 apartments and townhomes.
- **Columbus Square:** Completed in 2017 to replace Trenholm Court, featuring 160 energy-efficient, loft-style townhouses near downtown Montgomery.
- **The Terrace:** A highly sought-after, 90-unit renovated high-rise apartment complex catering exclusively to senior citizens.
- **Other Major Footprints:** Includes Paterson Court (200 units adjacent to Alabama State University), Parks Place (150 units), Gibbs East, and Gibbs West.

Resident Services & Self-Sufficiency Pathways

Beyond baseline property management, MHA runs dedicated programs to help residents transition away from government dependency:

- **Family Self-Sufficiency (FSS):** Connects housing voucher and public housing families with local banks, career centers, and colleges to promote financial literacy, job readiness, and career advancement.

- **Resident Opportunity & Self Sufficiency (ROSS):** Provides dedicated case managers who assist public housing residents with GED preparation, soft skills training, budgeting workshops, and wellness programs.
- **HCV Homeownership Program:** Instructs and financially guides qualifying voucher participants on utilizing their housing subsidies to purchase their very first homes.

Strategic Capital Initiatives

MHA continuously updates its inventory under its rolling multi-year strategic plans. Recent initiatives focus heavily on deploying Choice Neighborhoods Planning Grants to revitalize areas like Paterson Court, selling off vacant lots like the former Smiley Court, and implementing safety upgrades such as site-wide security camera systems integrated with the Montgomery Police Department.

Position Summary

Responsible for overseeing the daily operations and strategic execution of the Montgomery Housing Authority (MHA), ensuring alignment with its mission to provide safe, affordable housing. The Chief Operating Officer (COO) serves as the principal advisor to the Chief Executive Officer (CEO) and works closely with the CEO and the Board of Commissioners to implement policy, guide agency operations, and lead key departments including Property & Asset Management, Resident Services, Maintenance, and the Housing Choice Voucher Program (HCVP). The COO fosters a high-performance culture, ensures program compliance, and drives measurable, cost-effective results across the organization.

Responsibilities

The duties listed below illustrate the various types of work that may be performed. The omission of specific statements regarding duties does not exclude them from the position if the work is similar, related, or a logical assignment in association with this position. Undertakes and performs the following and all other work-related duties as assigned.

- Direct and oversee all operational departments and ensure delivery of efficient housing services including public housing, HCVP, and mixed-income properties.
- Lead the strategic planning process for operations and monitor progress against goals; evaluate outcomes and implement corrective actions.
- Serve as the CEO's principal advisor on housing operations and provide timely recommendations on programs, policy, and regulatory issues.
- Develop and implement departmental strategies, policies, and performance improvement plans.
- Oversee the preparation, monitoring, and evaluation of operating and capital budgets across departments.
- Supervise, coach, and evaluate department heads and staff; promote professional development and succession planning.

- Monitor property conditions, visit developments, and ensure regulatory compliance with HUD (e.g., PHAS, SEMAP), local codes, and safety standards.
- Analyze trends, risks, and opportunities to improve operational efficiency and expand housing opportunities.
- Represent MHA before the Board of Commissioners, HUD officials, community partners, and stakeholders.
- Direct quality control, inspections, maintenance, modernization, and new construction activities.
- Promote resident satisfaction, respond to complaints, and engage residents in policy or community initiatives.
- Lead innovation efforts including revenue generation, financing strategies, and public-private partnerships.
- Ensure proper procurement, contract administration, and vendor performance across operational areas.
- Evaluate and implement best practices in affordable housing management and community redevelopment.
- Maintain interagency collaboration and partnerships with local, state, and federal entities.
- Ensure all work adheres to confidentiality requirements and aligns with MHA's mission and values.

Education and Experience

- Bachelor's degree in Business Administration, Public Administration, Urban Planning, or related field.
- Minimum of 5 years of executive leadership experience in affordable housing, preferably within a HUD-funded environment.
- Demonstrated success managing multifaceted departments, projects, and budgets.

Knowledge and Skills

- Deep knowledge of HUD programs, including Public Housing and HCVP regulations.
- Expertise in budget development, financial oversight, and P&L management.
- Strong understanding of capital improvement planning, procurement, and modernization.
- Exceptional leadership, team building, and talent development skills.
- Strategic visioning with the ability to align departmental performance to organizational goals.
- Ability to analyze operational data, create plans, and deliver measurable results.
- Experience with public-private partnerships and innovative financing models.

- Skilled in oral and written communication, especially when translating complex concepts to non-technical stakeholders.
- Proficiency in Microsoft Office Suite and housing-related management systems.
- Knowledge of state and local laws affecting public housing operations and development.

Supervision Controls

The employee works under the supervision of the Chief Executive Officer. The COO plans and carries out responsibilities with broad latitude for independent judgment. Work is reviewed for achievement of goals and alignment with agency policies.

Guidelines

Work is guided by HUD regulations, MHA policies, local codes, applicable state and federal laws, and internal strategic plans. When guidelines do not cover a specific situation, independent judgment is exercised, or the CEO is consulted.

Complexity

This position requires managing complex, multi-disciplinary programs in a highly regulated environment. The COO must balance competing priorities while ensuring compliance, operational effectiveness, and resident satisfaction.

Scope and Effect

The work of the COO affects the success of MHA's mission delivery, regulatory compliance, financial performance, and public reputation. Effective performance supports the agency's strategic goals and enhances the quality of life for residents.

Personal Contacts

Regular interaction with internal staff, residents, contractors, community partners, and public officials. Contacts require professionalism, diplomacy, and the ability to convey technical information clearly.

Physical Requirements

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions.

1. Primarily sedentary, with occasional walking, kneeling, bending, or lifting (up to 25 lbs.)
2. Must be able to visit housing sites and attend community events.
3. Must be able to use computers and other standard office equipment.
4. Ability to work extended hours, evenings, and weekends when necessary.

Work Environment

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions.

Work is performed in both office and field settings. Occasional exposure to construction sites and housing developments. Must be able to navigate environments that may include noise, weather extremes, and tenant interaction.

Other Requirements

1. Must pass a pre-employment drug screening and criminal background check.
2. Subject to on-call responsibilities during emergencies or critical incidents.
3. Required to maintain a valid driver's license and a clean driving record.

MONTGOMERY, ALABAMA



Montgomery, Alabama, is a place where two of the most defining chapters in American history converge on the very same streets. Perched on a sweeping bluff above the Alabama River, the city presents a landscape where neoclassical antebellum architecture stands alongside the monuments of nonviolent revolution. It is a city that has spent over two centuries operating as a crucible of political power. As the state capital, it evolved from a wealthy nineteenth-century cotton market into a global focal point for human rights. Today, Montgomery's identity is defined by this profound duality: it honors its complex, often painful past while actively serving as a modern sanctuary for historical reconciliation, education, and civic reflection.

Indigenous Roots and Frontier Confluence

For centuries before white settlement, the fertile river bluffs were home to the Alibamu and Coushatta Indigenous nations. Spanish explorer Hernando de Soto navigated the area in 1540, marking the earliest European contact. Following the Creek War of 1813–1814, American land speculators flooded the region. In 1819, two rival trading settlements merged to form the single town of Montgomery, named after Revolutionary War hero General Richard Montgomery.

The Antebellum Boom and the Civil War

Fueled by the invention of the cotton gin and access to steamship navigation, Montgomery grew rapidly as a major global cotton market. Its central economic importance prompted the state to name it the capital of Alabama in 1846. However, this agricultural wealth relied heavily on human bondage, and the city quickly grew into one of the largest domestic slave-trading hubs in the Deep South.

This deep alignment with the plantation economy placed Montgomery at the center of national secession. In February 1861, representatives from seceding states met at the Alabama State Capitol to form the Confederate States of America, designating Montgomery as its first capital. It was here that Jefferson Davis was inaugurated as Confederate President. While the capital relocated to Richmond, Virginia, later that year, Montgomery remained a political stronghold until it fell to Union forces in April 1865.

The Crucible of Civil Rights

In the mid-twentieth century, Montgomery transitioned from the "Cradle of the Confederacy" to the birthplace of the modern Civil Rights Movement. Decades of oppressive Jim Crow segregation laws were directly challenged on December 1, 1955, when an African American seamstress named Rosa Parks refused to give up her seat on a city bus to a white passenger.

Her arrest sparked the **Montgomery Bus Boycott**, a highly organized, 381-day nonviolent protest led by a young local minister, Dr. Martin Luther King, Jr. The boycott successfully crippled the city's transit revenue, resulting in a landmark 1956 Supreme Court victory that outlawed segregated public buses.

A decade later, the city became the grand finale for the 1965 Selma-to-Montgomery voting rights marches. Thousands of activists walked 54 miles through hostile territory, culminating in a massive rally on the steps of the Alabama State Capitol that directly pressured Congress to pass the historic Voting Rights Act of 1965.

Modern Transformation and Truth-Telling

In the late twentieth century, Montgomery expanded its economic footprint far beyond state politics. The growth of Maxwell Air Force Base established the city as a premiere center for military technology and education, while the arrival of a massive Hyundai automotive assembly plant in 2004 secured its status as a modern manufacturing hub.

Today, Montgomery is internationally recognized for its dedication to truth-telling and historical tourism. Driven by initiatives like the Equal Justice Initiative (EJI), the city draws visitors worldwide to landmark institutions like The Legacy Museum and the National Memorial for Peace and Justice, directly confronting its past to foster national healing.

THINGS TO DO

Montgomery, Alabama offers a deep exploration of American history, vibrant cultural centers, outdoor recreation, and scenic riverfront experiences.

Essential Civil Rights & History Sites

- **The Legacy Sites:** Developed by the Equal Justice Initiative, this three-part experience includes The Legacy Museum (documenting history from enslavement to mass incarceration), the National Memorial for Peace and Justice (dedicated to victims of lynching), and the Freedom Monument Sculpture Park.
- **Rosa Parks Museum:** Located at Troy University at the exact site of her historical 1955 arrest, featuring interactive exhibits on the Montgomery Bus Boycott.
- **Dexter Avenue King Memorial Baptist Church:** The historic church where Dr. Martin Luther King Jr. served as pastor and helped organize the bus boycott. You can also tour the nearby Dexter Parsonage Museum where he lived.
- **Freedom Rides Museum:** Housed inside the historic, restored Greyhound bus station where the Freedom Riders faced segregationist violence in 1961.
- **Civil Rights Memorial Center:** An interpretive site designed by Maya Lin honoring the martyrs of the movement, maintained by the Southern Poverty Law Center.

Arts, Culture & Neighborhoods

- **Alabama Shakespeare Festival:** Located in the scenic Blount Cultural Park, this world-class professional theater presents classic works, contemporary plays, and family entertainment.
- **Old Cloverdale Neighborhood:** A historic district home to The Scott and Zelda Fitzgerald Museum (located inside their former 1930s residence) and the historic Capri Theatre.
- **Old Alabama Town:** A living history museum collection of authentic 19th- and early 20th-century structures depicting early Alabama life.

Outdoor Adventure & Entertainment

- **Montgomery Whitewater:** A premier outdoor park offering world-class rafting, kayaking, hiking, and open-air events.
- **Riverfront Park:** Stroll along the downtown riverwalk or board the Harriott II Riverboat for a scenic evening cruise featuring dining and live music.
- **Riverwalk Stadium:** Catch a minor league baseball game with the Montgomery Biscuits, hosted inside a converted historic train shed.
- **Montgomery Zoo & Mann Wildlife Learning Museum:** A 40-acre facility housing hundreds of animals grouped by barrier-free continent exhibits.