

**MEMORANDUM**

June 20, 2019

TO: Planning, Housing, and Economic Development Committee

FROM: Linda McMillan, Senior Legislative Analyst *Yome*

SUBJECT: **Proposed Executive Regulation 3-19, Position Description for Deputy Director, Department of Housing and Community Affairs (DHCA)**

PURPOSE: Recommendation to Council

***Expected to Attend:***

Jerome Fletcher, Assistant Chief Administrative Officer  
Tim Goetzinger, Acting Director, Department of Housing and Community Affairs (DHCA)

**Background**

On March 19, 2019, the Council enacted Bill 3-19, Administration – Executive Branch – Non-Merit Positions, which became effective March 26, 2019. A provision of this bill converted a vacant merit Deputy Director position in DHCA to a non-merit position.

The Council has received Executive Regulation 3-19, which is the position description for this non-merit Deputy Director. It is attached at © 1-5. This regulation is approved under Method (1) and so is not adopted until the Council approves or disapproves it by regulation.

The position description focuses on housing; some of the requirements are:

- The Deputy Director supports the Director in planning, developing, implementing, and evaluating policies, programs and special projects. The incumbent also addresses and resolves complex issues related to affordable, workforce, and market-rate housing with

County, State, regional, and federal officials/managers as well as with private for-profit and not-for-profit sector and community/civic association leaders.

- Develops the departmental work program and develops responsive and fiscally sound policies which impact public, private, and community interests related to the County's housing programs.
- Develops and promotes fair and affordable housing, tenant rights, and healthy living conditions and helps to preserve and produce affordable workforce and market-rate housing.
- Examines numerous diverse, complex, and politically-sensitive issues and problems related to housing and works with departmental and other County/outside stakeholders toward their resolution.
- Manages/oversees the day-to-day real estate activities related to the acquisition and development of affordable, workforce, and market-rate housing; coordinates development activities from planning to occupancy.

### **Discussion Topics**

**Focus on Housing:** Although the position is for the Deputy Director for DHCA, the description is focused on housing. The Committee may want to understand this person's responsibilities as they relate to the Community Development/commercial revitalization work that goes on in the department.

**Director/Deputy Director Relationship:** Is there any comment or concern about moving forward with Deputy Director before a Director is appointed since the relationship between the Director and the Deputy Director is so important?

### **Council staff recommendation**

Council staff recommends approval of the Executive Regulation as approval of the regulation as Bill 3-19 included this position and approval does not require the Council to move forward with confirmation of an appointment.

Council staff is concerned about the possibility of appointing a Deputy Director before a Director. If the Committee shares this concern, this could be included in the recommendation to the full Council.



# MONTGOMERY COUNTY EXECUTIVE REGULATION

Offices of the County Executive • 101 Monroe Street • Rockville, Maryland 20850

<b>Subject -</b> Position Description for Deputy Director, Department of Housing and Community Affairs	<b>Number</b> 3-19
<b>Originating Department</b> Office of Human Resources	<b>Effective Date</b>

Montgomery County Regulation on

## POSITION DESCRIPTION – DEPUTY DIRECTOR, DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS

Issued by: County Executive  
Regulation No. 3-19

Authority: Montgomery County Code (2014) Section 1A-104(b)(2)

Supersedes: None

Council Review: Method (1) under Code Section 2A-15  
Register Vol. 36 No. 2

Effective Date:

Comment Deadline: March 3, 2019

**Summary:** This regulation establishes the position description for Deputy Director, Department of Housing and Community Affairs, a non-merit position.

**Staff contact:** Kimberly Williams, Office of Human Resources  
(240) 777-5198

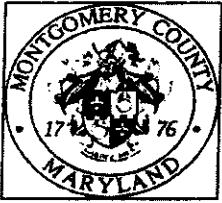
**Address:** Office of Human Resources  
Executive Office Building  
101 Monroe Street, Fifth Floor  
Rockville, Maryland 20850

**Background:** Montgomery County Code § 1A-104(b)(2) requires that certain positions in the Executive Branch designated by law as non-merit must be supported by a position description established by executive regulation under method (1).

### DEPUTY DIRECTOR, DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS

#### DEFINITION OF CLASS:

This is an appointed, non-merit position in the County Government. This executive-level position reports to the Director, Department of Housing and Community Affairs (DHCA) and has full authority and accountability in the absence of the Director. The Deputy Director supports the Director in planning, developing, implementing, and evaluating policies, program, and special projects. The incumbent also addresses and resolves complex



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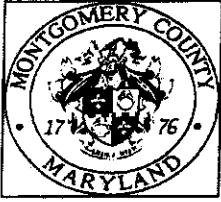
issues related to affordable, workforce, and market-rate housing with County, State, regional, and federal officials/managers as well as with private for-profit and not-for-profit sector and community/civic association leaders.

### MAJOR DUTIES:

Incumbents perform a variety of complex duties. The distinguishing characteristics of this classification include responsibility for implementing affordable housing, the loan, grant, and other programs, and coordinating such efforts with other County, State, regional, and federal officials/managers and/or private agencies.

### EXAMPLES OF DUTIES: (Illustrative Only)

- Develops the departmental work program and develops responsive and fiscally sound policies which impact public, private, and community interests related to the County's housing programs;
- Develops and promotes fair and affordable housing, tenant rights, and healthy living conditions and helps to preserve and produce affordable workforce and market-rate housing.
- Works with Director, Division Chiefs, and senior managers in planning and developing strategic, long-range policies; in establishing long and short terms goals and objectives; in implementing innovative programs and initiatives; and in determining organizational and financial resources required to meet objectives;
- Examines numerous diverse, complex, and politically-sensitive issues and problems related to housing and works with departmental and other County/outside stakeholders toward their resolution;
- Leads and/or works with task forces and advisory committees; analyzes recommendations / findings; informs/advises the Director and other officials of issues, strategies, and findings; implements recommendations; evaluates outcomes, etc.
- Serves as the primary liaison to officials/staff at the Montgomery County Planning Board, MNCPPC, the Housing Opportunities Commission (HOC), Council of Governments (COG), State of Maryland Department of Housing and Community Development, and other agencies on all matters of mutual concern;
- Serves as the Director's personal representative in meetings with and in making oral and written presentations before appointed and elected officials, community organizations, private sector business associations, and officials of both regulatory and non-regulatory local, State, and federal government agencies;
- Testifies before the County Council and Planning Board; participates in their committees regarding legislation and issues affecting departmental policies and procedures;
- Serves as liaison between the department and communities; manages community relations and outreach activities;



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- Oversees administration/management of major departmental contracts;
- Monitors and evaluates housing development programs to ensure the program meets all federal and local regulations, guidelines, and reporting requirements.
- Oversees the management of public and privately funded grants from award to close out; and responsible for tracking project budgets, funding accounts, and program income.
- Participates in developing the department's Operating and Capital Improvement Budgets;
- Provides oversight on modernization and development projects to include preparation of scope of services and participation in the selection process for developers or contractors.
- Manages/oversees the day-to-day real estate activities related to the acquisition and development of affordable, workforce, and market rate housing; coordinates development activities from planning to occupancy.
- Conducts and/or directs the efforts of consultants/contractors in carrying out evaluations and/or management studies of departmental programs; creates program evaluation criteria; assesses findings; proposes new approaches and/or modifications to Director;
- Coordinates the development of analytical and transactional tasks to include but not limited to market research, project budgets, sources and uses, draw schedules, proformas, and project schedules.
- Handles special projects, reports, and activities;
- Performs related duties as required.

## MINIMUM QUALIFICATIONS:

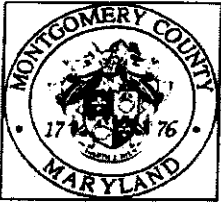
**Experience:** Ten (10) years of progressively responsible experience in public housing, affordable housing, or real estate redevelopment environment; three (3) of which were in a supervisory or executive capacity; or the equivalent combination of education and experience which meet the minimum qualifications requirement.

**Education:** Bachelor's degree from an accredited college or university with emphasis in Business Administration, Real Estate or closely related field.

**Licenses, Registrations, Certifications, or Special Requirements:** None

## KNOWLEDGE, SKILLS, AND ABILITIES:

*Advanced knowledge of:*



# MONTGOMERY COUNTY EXECUTIVE REGULATION

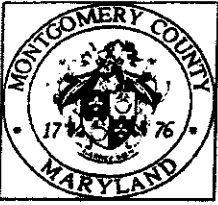
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- Principles, practices, and techniques of planning, formulating, analyzing, and implementing management and programmatic policies and strategies.
- Long- and short-range strategic planning and evaluation techniques and methods, and ability to look to the future with a broad perspective.
- Principles and practices of housing, community planning, and urban development, including zoning ordinances, master and sector plan development, land use, etc.
- Local, State, and federal laws, regulations, and programs affecting affordable, workforce, and market-rate development activities.
- Functions and activities of the local government, bi-county, State, and federal agencies that deal with Montgomery County.
- Contract development, administration, and monitoring; budget/fiscal control; procurement; human resources; etc.
- Federal, State, local and County applicable laws, rules, regulations and guidelines.

*Skill in:*

- Identifying, analyzing, and evaluating information concerning highly complex and often politically-sensitive housing issues.
- Manage numerous responsibilities, set priorities, anticipate problems, develop contingency plans, and monitor achievement of broad program goals/objectives.
- Working effectively with task forces, advisory groups, and panels comprised of a diverse range of stakeholders; to grasp and synthesize key issues; and to implement recommendations/findings.
- Interpersonal relations and ability to establish and maintain effective working relationships with elected/appointed officials, managers and supervisors, other governmental staff, civic and community leaders and groups, and representatives of the private business sector.
- Negotiating agreements which accommodate the conflicting interests and viewpoints of numerous groups and organizations.
- Managing staff, allocating resources, and evaluating programs.
- Leadership, collaboration and negotiation techniques, including contracts, agreements, and proposals.
- Developing and monitoring programs and related budgets.
- Managing user expectations and satisfaction.
- Developing and evaluating Requests for Proposals (RFPs).
- Problem-solving and decision-making.



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*Ability to:*

- Cooperate with and fully support the goals and objectives of intra and interagency programs and activities.
- Effectively representing the organization on policy matters and controversial questions and to deal tactfully and equitably with a diverse range of people.
- Communicating clearly, concisely, and effectively, both orally and in writing.
- Ability to attend meetings and/or perform assignments at locations outside of the office.
- Manage, motivate, train, develop, and evaluate staff.
- Work independently and efficiently and as part of a team.
- Manage time well, perform multiple tasks, and organize diverse activities.
- Translate policies and objectives into ideas and applications web-based information products.
- Research, compile, analyze, interpret, and prepare a variety of memorandums or reports.

**MEDICAL EXAM PROTOCOL:** Medical History Review.

Approved:

\_\_\_\_\_  
Marc Elrich, County Executive

\_\_\_\_\_  
Date

APPROVED AS TO FORM AND LEGALITY  
OFFICE OF THE COUNTY ATTORNEY

BY: *Ced Miller*

DATE: 1/11/19